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1986 Survey Of Selling Costs

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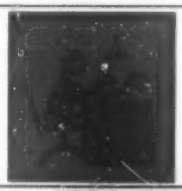
Section II: Metro Sales Costs

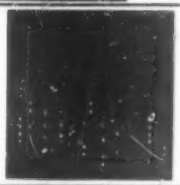
Section III: Compensation

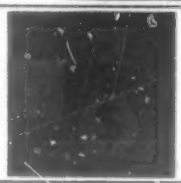
Section IV: Sales Meetings & Sales Training

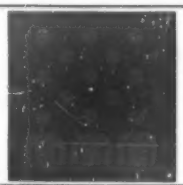
Section V: Sales Support & Incentives

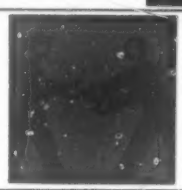
Section VI: Transportation

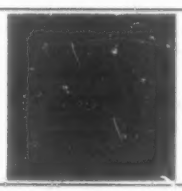












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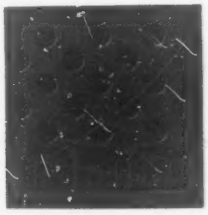

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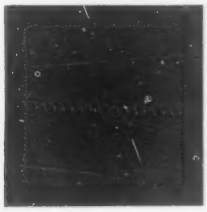

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Survey features

Survey of Selling Costs: Onward and ever upward

Along with its data on compensation and metro area expenses, this year's SSC reports a 28.9% increase in the cost of making a sales call, all the way up to $131.40.

By RICHARD KERN,
Editorial Director, S&MM Surveys

Sales and Marketing Management's Survey of Selling Costs, now in its fourteenth year, has always made a concerted effort to provide its readers with the statistics they need to make better decisions concerning the efficient operation of their sales force. Information on compensation and incentive plans, sales support, transportation costs, and meeting expenses has accompanied our primary listings of metro area selling costs that show meal, lodging, transportation, and other pertinent figures for 86 major U.S. markets.

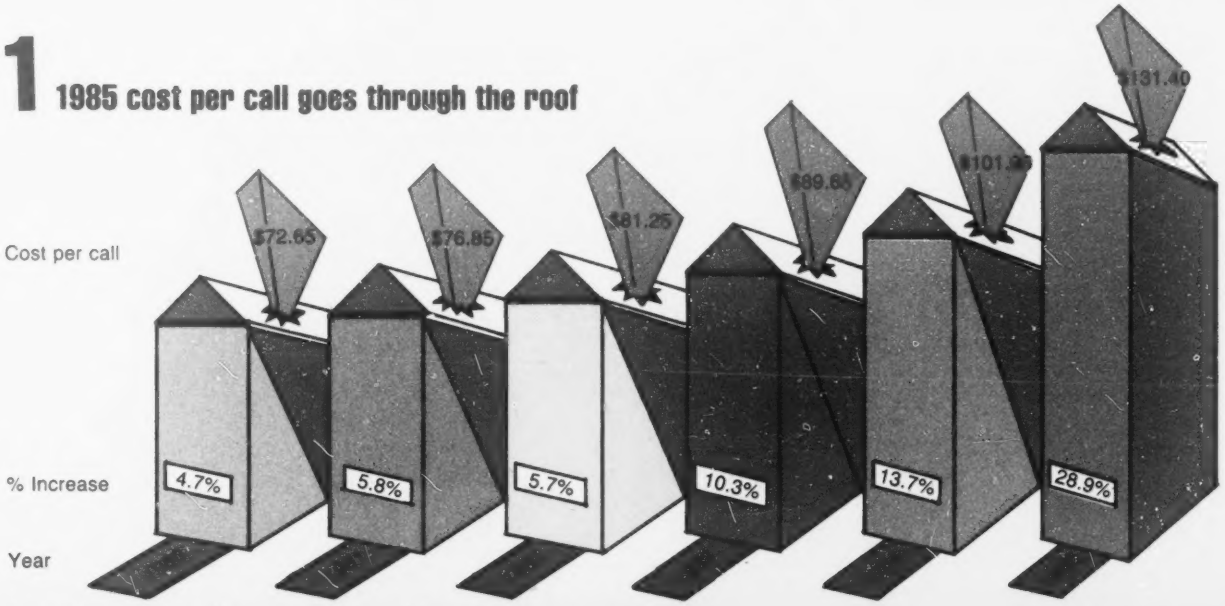
This year, we lead off with the news that the cost of a sales call, after breaking the $100 mark for the first time last year, has gained nearly 30%, charting at just over $131 for calendar 1985. After annual increases of less than 15% in 1983 and 1984, this figure becomes even more important as an indicator of what may be in store for selling costs over the next five years. S&MM's cost-per-call (CPC) figure is an across-the-board representation of the average cost of making a sales call, calculated across a range of five different types of salespeople for consumer, industrial, and service companies. Other cost-per-call estimates, most notably those published by Dartnell, McGraw-Hill, and Cahners, are typically higher than those recorded in the *Survey*. In most cases, the stricter definitions involved in S&MM's methodology—such as limiting data to those titles below the level of regional or district manager, as well as including service companies in our calculations—are a major contributing factor in the presentation of what we feel is a more accurate assessment of these costs.

Another piece of *Survey* data that gets heavy use from marketers and budget planners is S&MM's patented Selling Cost Index. The SCI shows the overall increase (or decrease) of projected on-the-road sales expenditures over the last 14 years. Beginning with basic costs for a typical five-day week in the field in 1972, a metro-market average covering the three basic expenditures—meals, lodging, and auto rental—has been calculated from the 86 major metro markets listed in Section II. This index allows sales executives to chart the annual rate of increase in these basic costs, with the 1972 total acting as a base (1972 = 100). Last year, a typical week in the field cost a salesperson $726.23, a 190% increase over 1972's $250.45. Individual breakouts for the three component costs are also listed, giving marketers an opportunity to see which areas offer the greatest potential for cost cutting measures.

The third major component of the

(continued on page 12)

1 1985 cost per call goes through the roof



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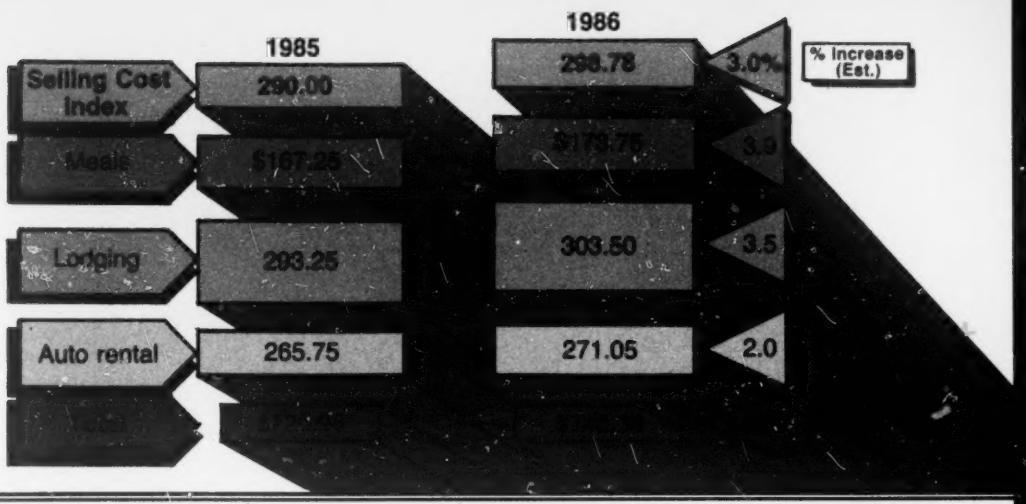
2 S&MM's projection of 1986 Selling Cost Index (SCI)



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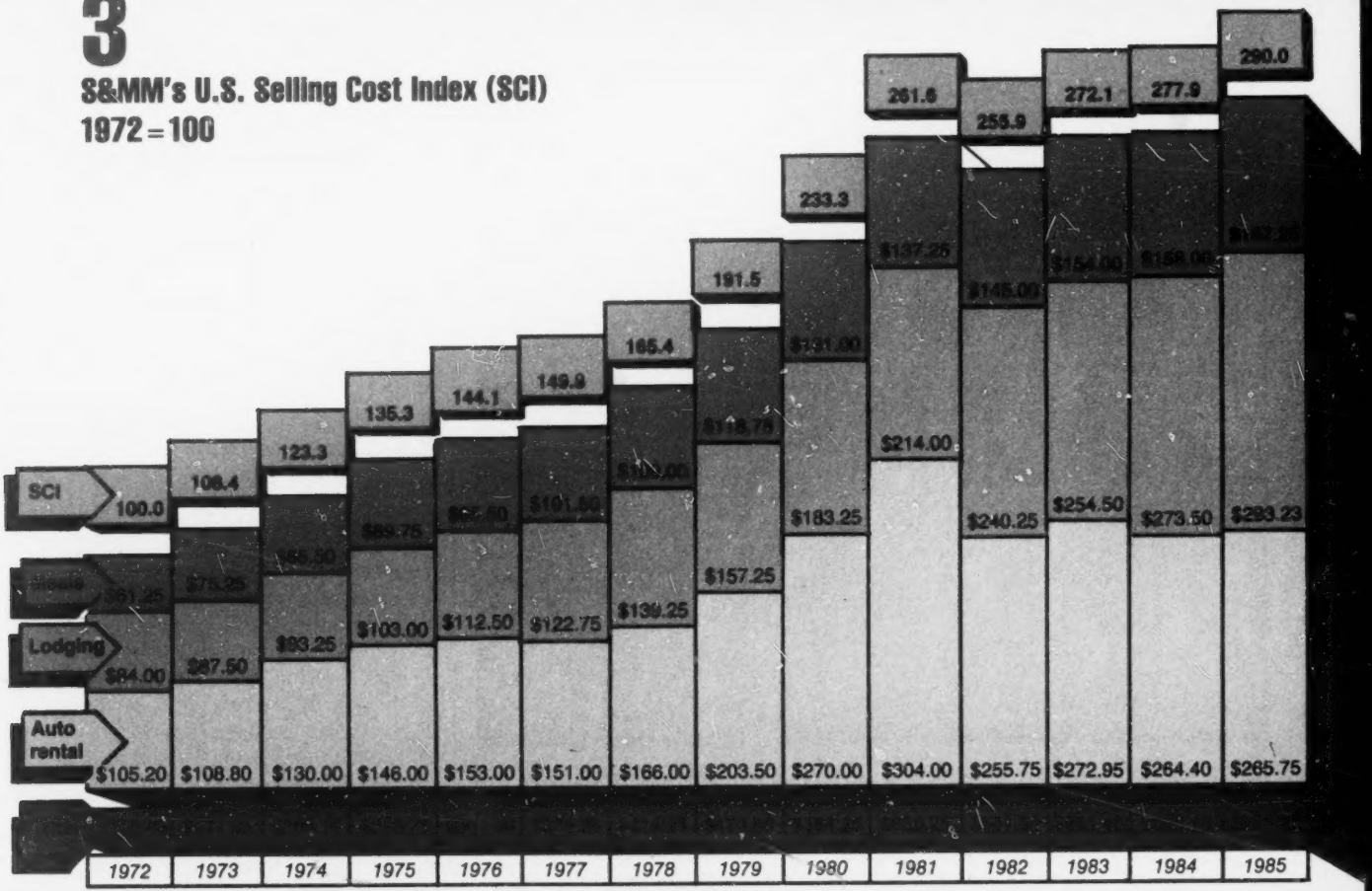
3 S&MM's U.S. Selling Cost Index (SCI) 1972 = 100



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Comments on U.S. Selling Cost Index

The 1985 SCI increased a modest 4.3%, lower than our projected rate of 5.1%, but well ahead of the small 2.1% in 1984.

While meals increased (5.8%) slightly faster than had been projected (4.9%), the increase doubles 1984's increase of only 2.6%. Lodging, on the other hand, increased 7.2%, down from last year's 7.5% increase.

The car rental component was virtually unchanged, increasing a minute 0.5%. However, data was again unavailable for 17 out of 86 Metropolitan areas.

The **Selling Cost Index (SCI)** is calculated by "costing out" a typical five-day week for a salesperson based on the 86 metropolitan markets profiled in Section II (page 36). Sales expenses are computed for the three basic costs: **Meals** (including two drinks a day), single-room **Lodging,** and **Auto Rental** plus mileage and gasoline for 250 miles. Taxes are not included, since they vary too widely between markets (see Table II-3, page 52). Also excluded are intercity travel costs—air, rail, and bus—because they don't occur as often as the regular SCI cost factors.

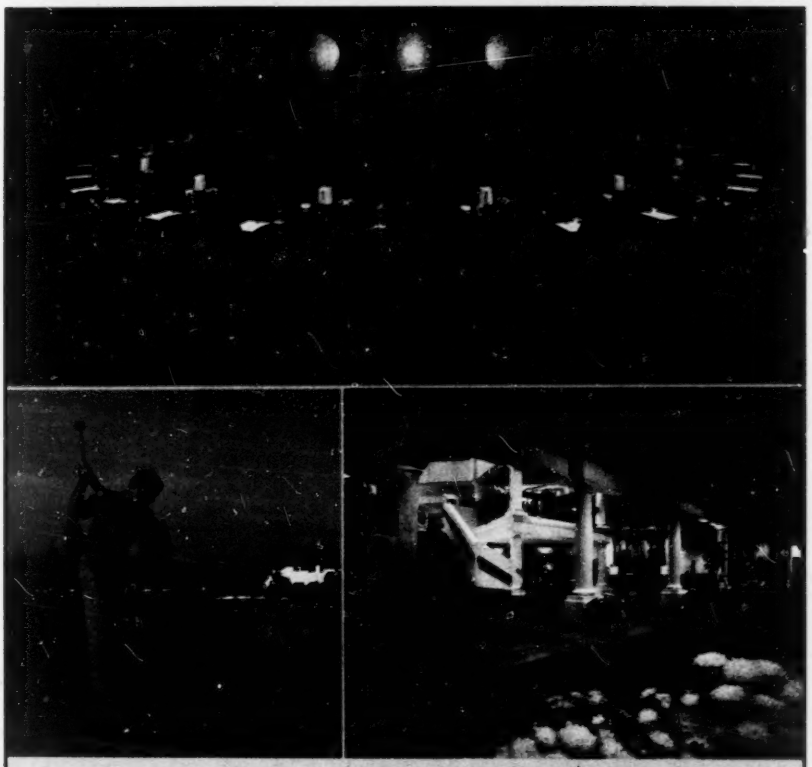
An 86-market average is computed for each SCI component, and the three resultant figures are added, producing an overall U.S. total.

SURVEY HIGHLIGHT Cost per call by type of salesperson

Type Of Salesperson	Median 1985 Cost Per Call	% Change 1984-85	% Change 1983-84	1975-85 Annual Rate
Account representative	$108.45	+25.9%	+12.5%	+ 9.9%
Detail salesperson	46.50	- 2.1	+13.9	+ 9.7
Sales engineer	145.75	+22.5	+12.7	+10.3
Industrial products salesperson	75.55	-13.8	+10.5	+ 9.1
Service salesperson	56.70	-13.8	+17.4	+ 9.1

Note: Median 1985 cost per call is calculated from the data in the four cost-per-call tables on page 27. It is developed in this manner, with Account representative data serving as an example: (1) Lowest direct sales costs ($31,467) divided by highest number of calls (1,140) equals $27.60. (2) Highest direct sales costs ($71,933) divided by the lowest number of calls (380) equals $189.30. (3) To arrive at the midpoint of the two cost-per-call averages, add them up ($216.90) and divide by 2, which results in a median $108.45. All figures are rounded to the nearest nickel. Wide variations between years reflect changes in the organizations that reported data.

Source: Sales and Marketing Management's 1985 Survey of Selling Costs



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Survey's feature section is the Sales Call Efficiency Index (SCEI), which allows the formulation of individual cost-per-call figures that are weighted according to specific market characteristics. For example, a simple calculation that divides the number of sales calls per year into total costs without considering questions of local price differences and/or territory layout does not provide a fair representation of individual salespeople's performance. By using this formula, a more equitable appraisal of per-call costs by territory can be made.

In an effort to make this year's *Survey of Selling Costs* easier to use, the major up-front features of the *Survey* have been numbered for greater visibility. Tables showing the aforementioned indexes and the cost-per-call figures, as well as the SCI forecast, the Canadian SCI, our information source listings, and sales cost budget data, have been labelled as follows:

1. Cost Per Call (CPC)
2. 1986 SCI projection
3. Selling Cost Index (SCI)
4. Canadian SCI
5. The five types of salespeople
6. Information please (a list of *Survey* contributors).

In addition, Survey Highlights showing such things as the top 10 high-cost and low-cost markets and cost-per-call figures by type of salesperson are interspersed throughout the *Survey's* editorial features, giving marketers an idea of the type of in-depth coverage the *Survey's* data sections provide.

The questions posed by budgeters and managers concerning the more cost-conscious operation of their sales force grow more numerous every day. The distillation of data contained in *Sales and Marketing Management's Survey of Selling Costs* can go a long way toward answering some of these questions, providing statistics and information in a consistent format with the sole aim of making sales force operations less costly and more efficient. Armed with the data from the *Survey*, both salespeople and sales managers can make the great leap forward into today's more expensive selling climes with increased confidence in their abilities to successfully manage costs. S&MM

What Properly Constitutes the "Cost of Selling"

The following article is reprinted from the July 1919, edition of *Sales Management* magazine, as *Sales and Marketing Management* was then known. As part of our continuing series of historical pieces from the back pages of S&MM, we offer J. George Frederick's article examining the cost of selling as it was viewed some 67 years ago. Not surprisingly, much of what Frederick has to say is still quite timely, even in today's increasingly sophisticated sales and marketing climate.

By J. GEORGE FREDERICK

The study of sales costs is one challenging the best brains of a sales manager, for in most industries it is no great trick to get results at a high cost, the test of ability is to get them at as low a rate as possible. The unit cost of selling must be reduced, not the mere general volume of expense. This can only be done by increasing the sales efficiency of men in the field, increasing the fertility of plan and organization at headquarters, decreasing the overhead in ratio to the volume, increasing volume, standardizing, elimi-

CANADA

S&MM's Canadian Selling Costs Index (SCI)

1974 = 100

4

Increases in Canadian field selling costs*

	1985	1984	% increase
Food & drink	$207.10	$197.25	5.0%
Lodging	373.00	369.25	1.0
Total	$580.10	$566.50	2.4%

*Canadian dollars

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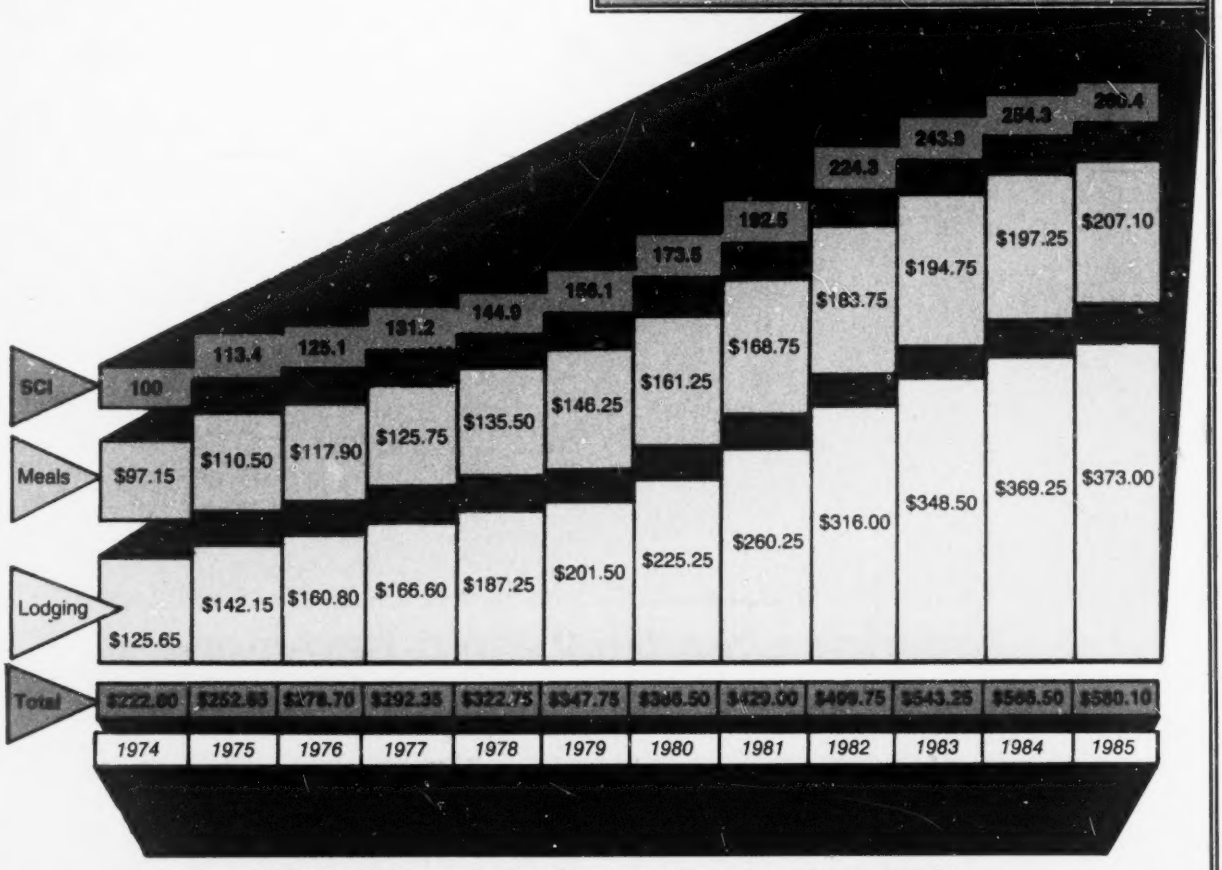

Note: All figures are shown in Canadian dollars. Auto-rental figures do not appear, since figures for 1985 were unavailable. Costs for previous years can be found in *S&MM's 1985 Survey of Selling Costs.*

nating, and concentrating; also employing great labor saving devices such as advertising.

Under the old conception whereby the sales department was a mere wing of the business—and production was the center—naturally sales costs were interpreted somewhat narrowly. In many concerns today, the term sales cost is used only to describe salesmen's salaries, commissions, and expenses. This ranges from three and a half to eight percent and normally averages about six percent of the volume of business; less if the business is well advertised to consumers and the demand is automatic; more if little or no advertising is done and the market is full of resistance.

What is sales cost anyhow?

Sales costs, properly considered, are not alone salesmen's costs, but all costs which directly or indirectly may be chargeable to sales development or market broadening.

The broad divisions of proper sales costs are:

(1) A just proportion of office administrative overhead.

(2) Salaries of all employed in sales activities.

(3) Commissions, bonuses, and expenses of salesmen.

(4) Advertising of every kind directly aiming at sales.

(5) Special charges reasonably designated as cost of sales development work, sales expense, etc.

Common errors in sales cost figuring

Typical of many who arbitrarily and wrongly charge up items to sales costs is that of a machinery concern which charged taxes, insurance, interest, freight, and stationary to selling. This is absurdly wrong. General administrative costs must never be mixed with sales costs. Some cost accountants figure cash discounts as sales expenses, whereas this is in my opinion (and that of other specialists in sales matters) purely an administrative cost of doing business. Freight is more properly a cost of production than a sales cost, except in special cases

SURVEY HIGHLIGHT

How regional per diem costs are changing

Region	1985 Cost	% Increase 1984–85	% Increase 1983–84
Northeast			
Meals	$29.00	3.8%	5.3%
Lodging	61.45	6.1	7.7
Total	90.45	5.3	6.9
Midwest			
Meals	$26.50	4.9	1.2
Lodging	53.00	7.9	6.6
Total	79.50	6.9	4.7
South			
Meals	$28.50	5.6	2.5
Lodging	59.05	7.4	7.4
Total	87.55	6.6	5.7
West			
Meals	$29.25	7.1	1.9
Lodging	60.60	7.8	8.2
Total	89.85	7.7	6.0
U.S.			
Meals	**$28.35**	**5.4%**	**2.7%**
Lodging	**$58.65**	**7.2%**	**7.5%**
Total	**$87.10**	**6.7%**	**5.8%**

Source: *Sales and Marketing Management's 1986 Survey of Selling Costs*

SURVEY HIGHLIGHT

S&MM's regional and national selling cost averages and per diem indexes: 1986

Region	Lodging	Meals	Per Diem Total	Per Diem Index	Cost of Two Drinks
Northeast	$61.45	B $ 4.90 L $ 7.60 D $16.50	$90.45	104	$5.20
Midwest	$53.00	B $ 4.70 L $ 6.75 D $15.05	$79.50	91	$4.75
South	$59.05	B $ 5.05 L $ 7.25 D $16.20	$87.55	101	$5.35
West	$60.60	B $ 5.70 L $ 8.05 D $15.50	$89.85	103	$4.85
U.S.	$58.65	B $ 5.08 L $ 7.40 D $15.85	$87.10	100	$5.10

Note: B—breakfast, L—lunch, D—dinner. Per diem index is the ratio between a region's per diem total and the U.S. per diem total.
Source: *Sales and Marketing Management's 1986 Survey of Selling Costs*. Reproduction strictly prohibited.

when used as a business-getting argument.

The three logical departments of business are administrative, manufacturing, selling, and the selling cost must in reality be a necessary cost of producing, not filling, orders in order to be a proper sales cost. An order is the completed product of the sales department; thereafter, the cost (with only such apparent exceptions as in reality conform to the principle) are properly upon production and administration.

Consequently, bad debts, damage and breakage, etc., are not charges upon the sales department.

Under the convenient title of "miscellaneous money," items are charged to sales or advertising which have no real place there. It is a common tendency on the part of administrative officers to endeavor to load sundry items upon these two general heads which cannot by any real logic be justified. This is an injustice to the sales department.

5 The five types of salespeople

These are the five categories of salespeople studied in S&MM's annual Survey:

Account representative—A salesperson who calls on a large number of already established customers in, for example, the food, textiles, apparel, or wholesaling industries. Much of this selling is low key and there is minimal pressure to develop new business.

Detail salesperson—A salesperson who, instead of directly soliciting an order, concentrates on performing promotional activities and introducing products. The medical detail salesperson, for example, seeks to persuade doctors, the indirect customers, to specify the pharmaceutical company's trade name product for prescriptions. The company's actual sales are ultimately made through a wholesaler or direct to pharmacists who fill prescriptions.

Sales engineer—A salesperson who sells products for which technical know-how and the ability to discuss technical aspects of the product are extremely important. The salesperson's expertise in identifying, analyzing, and solving customer problems is another critical factor. This type of selling is common in the chemical, machinery, and heavy-equipment industries.

Industrial products salesperson, nontechnical—This salesperson sells a tangible product to industrial or commercial purchasers; no high degree of technical knowledge is required. Industries such as packaging materials or standard office equipment use this type.

Service salesperson—A salesperson who sells intangibles, such as insurance and advertising. Unlike the four preceding types, those who sell services must be able to sell the benefits of intangibles.

Sales costs and fixity of demand

It should be understood that selling costs differ from any other kind of costs, in view of the fact that they deal with many somewhat intangible elements. Unlike manufacturing costs, they cannot be estimated always on a purely physical and material basis; they cannot be computed so accurately and within so small an area. Sales cost factors and the conditions that affect them reach all over the world, and are based on human nature and economic and psychological conditions.

Sales costs, when examined and contrasted in one line with another, or one firm with another, show every item of difference in the character and policy of the house, the range of the territory in which goods are sold, the method by which goods are sold; while even the quality of the goods themselves all affect the selling costs immediately.

Prominent in the selling cost is the element of fixity of demand. A staple article naturally has the lowest selling cost, whereas a new and unknown type of article has a very high selling cost, due to the great amount of inertia and indifference which must be overcome in order to make a sale. The ratio of this indifference and inertia is the true ratio of selling cost, because all other differences are, after all, minor differences in comparison with this.

When typewriters were first put on the market, the selling cost was something like 60% of the sale price and something like 450% of the manufacturing cost. In fact, this ratio has not decreased very greatly in the last 20 years, for the simple reason that the large service organization required of the typewriter companies is still very expensive. This very high selling expense, as illustrated in this field of typewriters, was due to the fact that people were very unwilling to give up writing their letters at first and use typewriters.

As extremely contrasted at the other end of the scale we have sugar, which everybody uses, and which requires no selling effort, and is in fact chemically identical with any other brand by any other manufacturer. The selling cost on this article naturally is scarcely 1%.

The cost of aggressive selling

We have here then illustrated the two extremes, one of the specialty and the other a staple, showing between what points and extremes selling costs range. However, when you examine all other articles very minutely, you will find great differences, even among staples. As a matter of fact, the sharp division

(continued on page 28)

SURVEY HIGHLIGHT

Where sales costs are rising the fastest

Metro Area	Per Diem Increase 1984–85	1983–84
Honolulu, HI	16.5%	+ 6.5%
Tucson, AZ	13.3	+10.8
Tampa, FL	13.1	+ 4.3
W. Palm Beach, FL	12.9	+ 4.1
Worcester, MA	12.5	+ 5.6
Sacramento, CA	12.0	– 2.4
San Jose, CA	11.3	+11.9
Baltimore, MD	11.1	+ 0.2
Albuquerque, MN	10.9	+ 3.0
St. Louis, MO	10.6	+ 3.0
U.S.	6.7%	5.8%

Note: Although U.S. per diem costs (meals & lodging) rose 6.7% last year as opposed to 5.8% in 1984, selected metro areas showed increases significantly higher than the average.
Source: *Sales and Marketing Management's 1986 Survey of Selling Costs.*

TABLE I-1 Typical salespeople's call patterns

Type Of Salesperson		Average Calls Per Day Territory A	Average Calls Per Day Territory B	Estimated Days In Field Per Year	Average Calls Per Year Territory A	Average Calls Per Year Territory B
Account representative	R*	4–6	2–3	190[1]	760–1,140	380–570
	M**	5	2.5		950	475
Detail salesperson	R	6–10	4–6	190[1]	1,140–1,900	760–1,140
	M	8	5		1,520	950
Sales engineer	R	4–7	3–4	141[2]	564–987	423–564
	M	5.5	3.5		775.5	493.5
Industrial products salesperson	R	6–8	3–5	190[1]	1,140–1,520	570–950
	M	7	4		1,330	760
Service salesperson	R	8–10	4–6	190[1]	1,520–1,900	760–1,140
	M	9	5		1,710	950

*R: Range of calls.
**M: Mean number of calls.
[1]Based on 5 days, 52 weeks per year, less 1 day per week office nonfield work, less 6 holidays, and less 15 days for vacation and sickness.
[2]Based on 239 workdays less 2 days per week in office (49 weeks).
Territory definitions: A—Usually a metro area where customers are concentrated, the salesperson can make several calls at one location, or the sales manager's philosophy emphasizes maximum calls per day. B—Customers are dispersed and longer sales calls are required to sell a product or service.
Source: Sales and Marketing Management survey.

TABLE I-2 Direct sales costs of salesperson's call

Type Of Salesperson	Range Of Yearly Direct Sales Costs Compensation Range	Compensation Average	Average[1] Expenses	Total 1985	Total 1984
Account representative	$22,500–$51,300	$36,900	$ 9,967–$20,633	**$31,467–$71,933**	$39,200–$52,400
Detail salesperson	22,900–43,100	33,000	6,000–16,000	**28,900–59,100**	45,350–54,050
Sales engineer	29,000–77,200	53,100	11,813–28,613	**40,813–105,813**	57,150–76,150
Industrial products salesperson	25,400–51,400	38,400	10,357–21,329	**35,757–72,729**	44,100–83,400
Service salesperson	21,700–60,200	40,950	2,367–16,367	**24,067–76,567**	47,750–80,850

[1]Includes average travel, entertainment, food, and lodging expenses.
Notes: Base salary, commission, bonus, and expense ranges obtained from Executive Compensation Service, Inc., a subsidiary of the Wyatt Co., *Sales Personnel Report*, 1985 edition. Differences between years reflect changes in the organizations that reported data.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co., an international acturial compensation, and employee consulting company.

TABLE I-3 Direct sales costs per salesperson's call

Type Of Salesperson		1985 Direct Sales Costs	Average Calls Per Year Territory A	Average Calls Per Year Territory B	Median Cost Per Salesperson's Call Territory A	Median Cost Per Salesperson's Call Territory B
Account representative	R*	$31,467–$71,933	760–1,140	380–570	$21.60–$94.65	$55.20–$189.30
	M**	**51,700**	**950**	**475**	**61.15**	**122.25**
Detail salesperson	R	28,900–59,100	1,140–1,900	760–1,140	15.20–51.85	25.35–77.75
	M	**44,000**	**1,520**	**950**	**33.55**	**51.55**
Sales engineer	R	40,813–105,813	564–987	423–564	41.35–187.60	72.35–250.15
	M	**73,313**	**775.5**	**493.5**	**114.50**	**161.25**
Industrial products salesperson	R	35,757–72,729	1,140–1,520	570–950	23.50–63.80	37.65–127.60
	M	**54,243**	**1,330**	**760**	**43.65**	**82.65**
Service salesperson	R	24,067–76,567	1,520–1,900	760–1,140	12.65–50.40	21.10–100.75
	M	**50,317**	**1,710**	**950**	**31.55**	**60.95**

*R: Range—middle 50% arrayal of respondents.
**M: Mean—midpoint between each set of ranges.
Note: Median Cost Per Salesperson's Call = Direct Sales Cost / Average Calls Per Year

TABLE I-4 Cost per call by effective call days per week

Type Of Salesperson		5 Days Per Week Territory A	5 Days Per Week Territory B	4 Days Per Week Territory A	4 Days Per Week Territory B	3 Days Per Week Territory A	3 Days Per Week Territory B
Account representative	R*	$21.95–$75.25	$43.90–$150.50	$27.60–$94.65	$55.20–$189.30	$37.20–$127.60	$74.40–$255.20
	M**	**48.60**	**97.20**	**61.15**	**122.25**	**82.45**	**164.80**
Detail salesperson	R	12.10–41.20	20.15–61.80	15.20–51.85	25.35–77.75	20.50–69.90	34.20–104.80
	M	**26.70**	**41.00**	**33.55**	**51.55**	**45.20**	**69.50**
Sales engineer	R	_____	N.T.E.	41.35–187.60	72.35–250.15	55.75–252.90	97.55–337.20
	M		**N.T.E.**	**114.50**	**161.25**	**154.35**	**217.35**
Industrial products salesperson	R	18.70–50.70	29.95–101.45	23.50–63.80	37.65–127.60	31.70–86.00	50.75–172.00
	M	**34.70**	**65.70**	**43.65**	**82.65**	**58.85**	**111.40**
Service salesperson	R	10.05–40.05	16.80–80.10	12.65–50.40	21.10–100.75	17.05–67.95	28.45–135.80
	M	**25.05**	**48.45**	**31.55**	**60.95**	**42.55**	**82.15**

*R: Range
**M: Mean
N.T.E.: Not Typical Experience.

Note: 5-day workweek based on 239 workdays, 4-day workweek based on 190 workdays, 3-day workweek based on 141 workdays. Each assumes an annual 15 days of vacation and sick time, and 6 holidays.
Source: Sales and Marketing Management survey.

(continued from page 16)

between staples and specialties is rapidly vanishing, because staple manufacturers are fast adopting the more aggressive methods of the specialty manufacturers in their sales efforts; and the specialty manufacturers are constantly tending to work toward becoming a staple. For instance, safety razors used to be very much a specialty; they are now regarded as more or less of a staple. Their selling cost is naturally, therefore, gradually reducing. This same thing applies to any article which the public gradually becomes used to, and which becomes part of the life of the public. Bath tubs used to be a pure luxury; they are now regarded as a necessity. Linen collars are regarded as a pure luxury for only special classes of people; today, even the mechanics wear linen collars.

The difference is marked between the cost of aggressive selling of any article, whether staple or specialty, and the cost of more dormant type of selling, which greatly affects selling cost. In other words, two firms selling a staple article may have a widely different selling cost for the simple reason that one of these concerns is making its sales effort of that staple more of a specialty, whereas the other concern treats its article as a pure staple and relies upon its past history, its general good will, and is satisfied with a very normal rate of growth. The selling costs of the more aggressive firm may be, let us say, 12%, whereas the selling cost of the less aggressive house may be 9%. On the face of things, it might seem, therefore, that the old house had the better of the argument, but as a matter of fact, the speed of business development and the ready response which can be secured nowadays through aggressive selling efforts makes this untrue.

It does not so much matter what the percentage rate of selling expense is so much as it matters what the volume is, and the rapidity of growth of volume. In other words, it may pay big profits to have a 12% selling cost until a large volume of business is secured.

SURVEY HIGHLIGHT

High-cost markets and low-cost markets

Highest sales costs			Lowest sales costs		
Rank	Metro Area	1985 Per Diem Index U.S. = 100	Rank	Metro Area	1985 Per Diem Index U.S. = 100
1.	New York	161	86.	Dayton	74
2.	San Francisco	156	84.	Canton	77
3.	Chicago	146	84.	Springfield, IL	77
4.	Washington, DC	145	83.	Omaha	78
5.	Los Angeles	137	81.	Des Moines	81
6.	Boston	132	81.	Riverside	81
7.	Atlanta	131	79.	Wichita	82
8.	Honolulu	122	79.	Memphis	82
9.	Newark	120	79.	Little Rock	82
9.	Miami	120	77.	Louisville	83

Source: *Sales and Marketing Management's 1985 Survey of Selling Costs.*

Volume in relation to sales cost

The principle is exactly like the principle of moving a railway train. It may take a greater amount of steam to start a larger train of cars than a smaller train, but once started it actually takes less steam to keep it going on a level stretch because of momentum. A large volume may cost higher in sales costs to secure, but when secured, costs much less to maintain than a smaller volume.

Modern American manufacturers have, therefore, fully realized the value of volume. In fact, volume

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has been too universally and exclusively striven for, without also seeing that the greater complications of large volume do not result in annulling the proper expectations of decreased costs. As volume increases, organization becomes more difficult, and it requires relatively more brains than small volume, if the economies of small volume are to be reaped. Large organization and large volume bring more and more opportunities for leaks, waste, and inefficiency.

Selling costs must be studied first in relation to desired volume, the conditions of the field, and the desired speed of growth before they can be properly analyzed and intelligently judged. Unless selling costs are judged in relation to these factors, it is meaningless to say that selling costs are too high or too low. There is a definite point which, all factors considered, is the logical selling cost for any house which has determined its policies and plans and knows the field thoroughly.

The vital matter of general costs

Costs, in the final analysis, should be controlled by the general accounts, and should not be shaded by any false or careless logic. A sales manager should be slow to deem cost figures absurd in the light of competitive prices. Monthly statements showing actual profits will cure this, for true costs are, in most instances, always greater than expected. It is a foolish custom to examine profits only at the end of a year. This is too late to save much that may have been made instead of lost during the year.

It is distinctly remarkable how little valuable information is furnished the average sales manager, even by those concerns where there is a more or less elaborate cost system and where numerous cost clerks are employed. In the case of a company whose product was sold on an f.o.b. Pittsburgh basis, and where the freight item was a factor of great importance, it was not possible—in spite of the highly detailed cost accounting system in force—to determine whether the business done in territories where the company was not reimbursed for freight outlays was being handled at a profit or otherwise.

A sales manager should have data on profits, under the following subheads:

(1) On various types and kinds of products separately.

(2) On all territories and divisions of territories.

(3) By individual salesmen, districts, and branches.

(4) By sales to various classes of customers.

In addition, the system should provide for furnishing any combination of this information, as for instance:

Profits realized in the various territories by lines of product.

Profits realized on sales to the various classes of customers by lines of product, etc.

It is also desirable that the sales manager be furnished with approximate information under the above heads as regards estimated profits on unfilled orders, as it by no means follows that the profits realized on this month's shipments are indica-

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tive of what the profits will be on the orders accepted this month.

Costs and profits traced to salesmen

There is no reason why merely general data on costs and profits should be available. It is of very definite value to figure out accurately the profit or loss represented by any individual salesman's efforts.

By means of an electrical tabulating device, using coded punch cards, it is possible to accomplish this in detail even in the most complicated businesses. Cards are punched to give the following information as to an individual salesman's sales:

(1) The number of each kind of article sold.

(2) The total amount billed for each kind of article.

(3) The freight billed for each kind of article.

Also these cost comparisons:

(1) Standard cost of article sold.

(2) Ratio of actual cost to standard.

(3) Actual cost of article sold.

(4) Amount of billings.

(5) Gross profit on salesman's sales. S&MM

SURVEY HIGHLIGHT

How direct sales costs are changing

Type Of Salesperson[1]	Median Direct Sales Costs 1985	% Change 1984–85	Compound Annual % Increase 1975–85
Account representative			
Total	**$51,700**	**+12.9%**	**+ 9.3%**
Compensation	36,900	+ 8.8	+ 7.9
T & E[2]	14,800	+24.4	+14.0
Detail salesperson			
Total	**44,000**	**–11.5**	**+ 9.0**
Compensation	33,000	– 0.2	+ 8.1
T & E	11,000	–34.0	+12.5
Sales engineer			
Total	**73,313**	**+10.0**	**+ 9.3**
Compensation	53,100	+15.3	+ 9.0
T & E	20,213	– 3.7	+10.1
Industrial products salesperson			
Total	**54,243**	**–14.9**	**+ 8.3**
Compensation	38,400	+ 6.7	+ 7.4
T & E	15,843	–42.9	+11.1
Service salesperson			
Total	**50,317**	**–21.7**	**+ 8.0**
Compensation	40,950	– 3.5	+ 8.0
T & E	9,367	–59.0	+ 8.0

Note: Wide variations between years reflect changes in the organizations that reported data.
[1]See Page 28 for definition of salesperson type.
[2]T & E: Travel and entertainment, including meals and lodging.
Source: *Sales and Marketing Management's 1986 Survey of Selling Costs.*

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6
Information please

The following consulting organizations and associations are major sources of the data used in *S&MM's Survey of Selling Costs*. For those desiring more specific information on a particular topic, the name and address of each company is listed below, along with a brief description of its activities.

• **The Conference Board, Inc.,** 845 Third Ave., New York, NY 10022 (212-759-0900). Publishes periodic reports on compensation of field sales representatives, conducts research, and publishes studies on business economics and management experience. Also conducts seminars in these areas.

• **Dartnell Corp.,** 4660 Ravenswood Ave., Chicago, IL 60640 (312-561-4000). Publishes biennial *Survey of Sales Force Compensation*, as well as materials for business executives, managers, salespeople, and supervisors dealing with training and development. Also sponsors seminars.

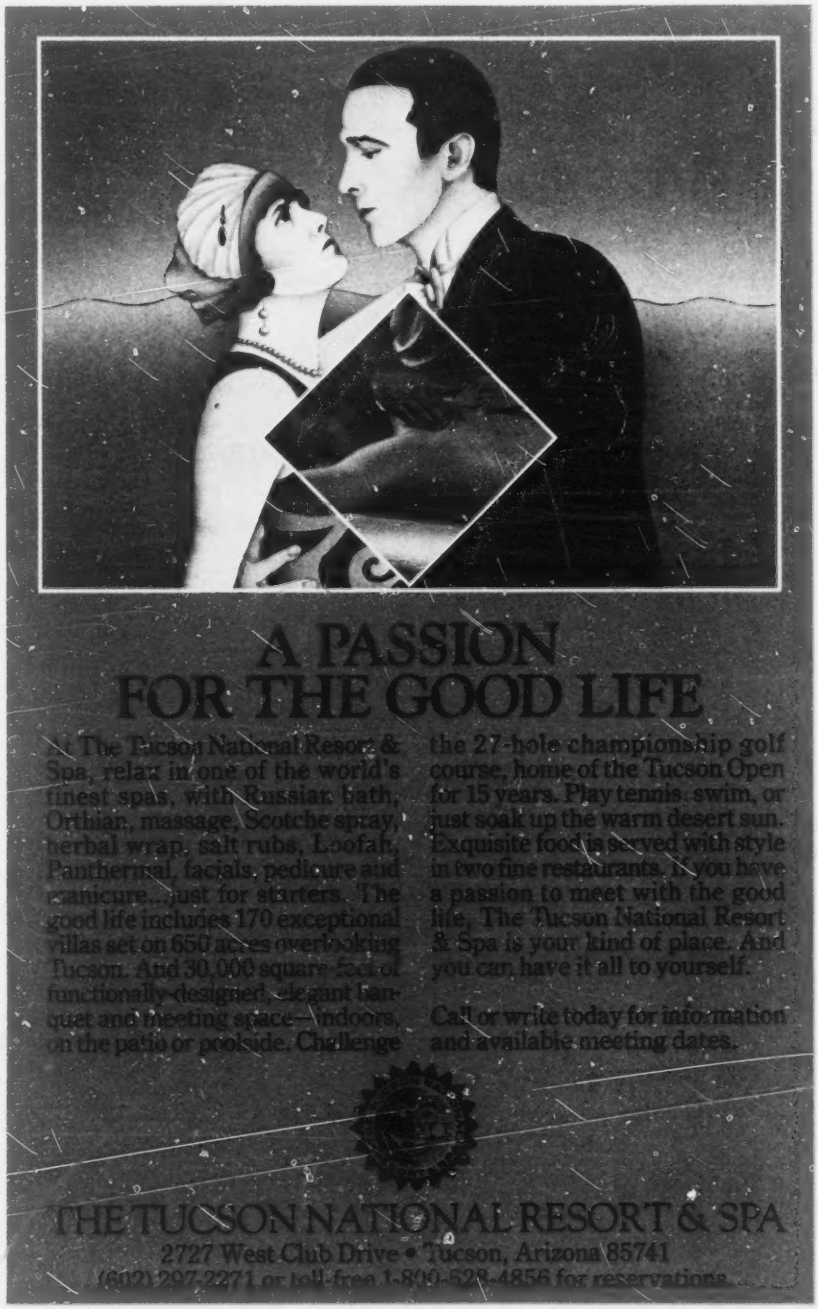
• **Executive Compensation Service, Inc. (ECS),** 2 Executive Dr., Fort Lee, NJ 07024 (201-585-9808). Publishes data on sales compensation, selling expenses, and incentives that are the basis of *S&MM's Survey* statistics. ECS also prepares reports and conducts surveys of competitive employment information, and has recently published their 30th annual *Sales Personnel Report*.

• **IVI Travel, Inc., IVI Management Systems Div.,** 400 Skokie Blvd., Northbrook, IL 60062 (312-480-8400). Suppliers of data for the *Survey's* Selling Expense Report, also offers support functions such as *Travel Expense Management Systems (TEMS), Track Plus,* which charts frequent-flyer mileage, *Flight Operations Systems (FOS),* and *IMS Plus,* a PC software program that catalogues data on hotels, travel budgets, etc.

• **Manufacturers' Agents National Assn. (MANA),** P.O. Box 3467, 23016 Mill Creek Rd., Laguna Hills, CA 92654 (714-859-4040). Professional association for manufacturers' reps. Publishes *Agency Sales* magazine, as well as an annual survey of reps' commissions and operating expenses.

• **PHH Group, Peterson, Howell & Heather, Inc.,** 11333 McCormick Rd., Hunt Valley, MD 21031 (301-667-4000). Provider of cost control and analysis systems for corporations, utilities, and municipalities in the area of transportation, automotive fleets, and transfer and relocation of employees. Also gathers statistics relating to these areas.

• **Runzheimer International,** Runzheimer Park, Rochester, WI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53167 (414-534-3121). An international management consulting company specializing in travel and living costs. Publishes *Runzheimer Reports on Transportation and Travel Management*.

• **Schonfeld & Associates,** 2550 Crawford Ave., Evanston, IL 60201 (312-869-5556). A management consulting company that publishes an annual study of advertising and promotional expenditures of major U.S. corporations, as well as other forecasts and tracking studies in the areas of marketing and advertising.

• **Technomic Consultants,** 100 Corporate North, Bannockburn, IL 60015 (312-295-8900). The major provider of data for the *Survey of Selling Costs*, this consulting company works with all phases of the business planning process, from plan formulation and market research to strategy development and implementation. Their database is the source of our metro sales costs tables as well as data on cost per call, meetings, and sales training.

TABLE I-5 How to compute your salesperson's call patterns

Salesperson	Actual Calls Reported	Estimated Calls Per Year: Average Calls Per Day	Estimated Calls Per Year: Total Days In Field	Estimated Calls Per Year: Estimated Total Calls	Actual Or Estimated Calls Per Year

TABLE I-6 How to compute your salesperson's direct sales costs

Salesperson	Yearly Direct Sales Cost: Base Salary	Bonus Or Comm.	Auto Expense	Expense Account Reported	Other	Total Direct Sales Cost

TABLE I-7 How to compute your salesperson's per-call costs

Salesperson	Direct Sales Cost	Total Calls Per Year	Cost Per Salesperson's Call[1]

[1]Cost Per Salesperson's Call = Direct Sales Cost / Total Calls Per Year

TABLE I-8 Territory concentration factor

Standard Average Calls Per Day	Average Calls Per Day For Territory: 10	9	8	7	6	5	4	3	2	1
10	1.00	1.11	1.25	1.42	1.66	2.00	2.50	3.33	5.00	10.00
9	.90	1.00	1.12	1.28	1.50	1.80	2.25	3.00	4.50	9.00
8	.80	.88	1.00	1.14	1.33	1.60	2.00	2.66	4.00	8.00
7	.70	.77	.87	1.00	1.16	1.40	1.75	2.33	3.50	7.00
6	.60	.66	.75	.85	1.00	1.20	1.50	2.00	3.00	6.00
5	.50	.55	.62	.71	.83	1.00	1.25	1.66	2.50	5.00
4	.40	.44	.50	.57	.66	.80	1.00	1.33	2.00	4.00
3	.30	.33	.37	.42	.50	.60	.75	1.00	1.50	3.00
2	.20	.22	.25	.28	.33	.40	.50	.66	1.00	2.00
1	.10	.11	.12	.14	.16	.20	.25	.33	.50	1.00

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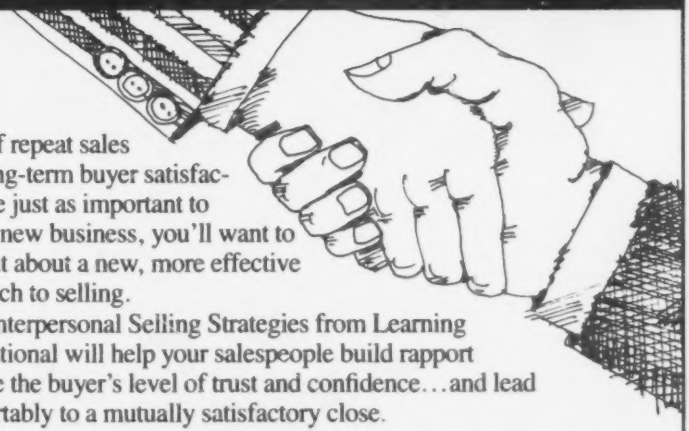

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How to create your own Sales Call Efficiency Index

S&MM's cost-per-call data can help you evaluate the effectiveness of you own management of this critical cost ratio. Because the data are detailed for types of salespeople and selling situations, they are most helpful if you develop you own **Sales Call Efficiency Index** that you can then use to monitor the efficiency of your field sales force.

1. Call patterns. Information on your salespeople's call patterns (Table I-5) can be gained either by totalling the number of calls listed on call reports or by multiplying the average number of calls per day by the number of days salespeople spend in the field.

TABLE I-9 **Step-by-step sequence for building a Sales Call Efficiency Index**

Market	Direct Sales Cost	Number Of Sales Calls	Unweighted Cost Per Sales Call	Territory Concentration Factor (TCF)	Weighted Per Diem Index*	Efficiency Index	Sales Call Efficiency Index
San Francisco	$64,250	1,425	$45	0.83	156	$35	$47
Indianapolis	$46,300	505	$92	2.50	83	$44	$39

*As indicated in Section II: Metro Area Sales Costs.

$$\text{Sales Call Efficiency Index} = \frac{\text{Direct Sales Costs}}{\text{Calls/Year (Territory Concentration Factor)}} \cdot \frac{(100)}{(\text{Per Diem Index})}$$

For San Francisco, the calculation is as follows:

$$\frac{\$64,250\ (0.64)}{1,425\ (0.83)} = \frac{\$41,120.00}{1,182.75} = \$34.77$$

For Indianapolis:

$$\frac{\$46,300\ (1.20)}{505\ (2.50)} = \frac{\$55,560.00}{1,262.50} = \$44.01$$

Weighted Sales Call Efficiency Index

For San Francisco:

$$\frac{\$40,200 + \$24,050\ (0.64)}{1,425\ (0.83)} = \frac{\$56,592.00}{1,182.75} = \$47.00$$

For Indianapolis:

$$\frac{\$33,700 + \$12,600\ (1.20)}{505\ (2.50)} = \frac{\$48,820.00}{1,262.50} = \$38.67$$

In order to compare cost-per-call ratios of different sales territories equitably, variances between local markets must be considered. This hypothetical example analyzes two different markets: San Francisco, with above-average per diem costs, and Indianapolis, with below-average perdiem costs.

The Indianapolis salesperson has direct sales costs of $46,300 and makes about 505 calls a year, while the San Francisco salesperson has direct sales costs of $64,250 and makes about 1,425 calls. Thus, the **Unweighted Cost Per Sales Call** in Indianapolis is $91.68 ($46,300 ÷ 505 = $91.68) compared with $45.09 in San Francisco ($64,250 ÷ 1,425 = $45.09). At first glance, it appears that the San Francisco salesperson is managing his expenses much better than his Indiana counterpart.

However, a fair evaluation of the relative performance of each salesperson must recognize that San Francisco and Indianapolis are two distinctly different markets. A first step toward developing a **Sales Call Efficiency Index** that compensates for these differences involves the **Territory Concentration Factor** (TCF) (Table I-8).

Assuming the entire sales force averages about 5 calls per day, and using the table to relate each salesperson's calls to that number, the TCF of San Francisco's 6 calls per day is 0.83 while that of Indianapolis's 2 calls is 2.50.

Next, the Metro Sales Costs section (page 35) reveals that San Francisco's per diem index is 156 and Indianapolis's is 83. Dividing each number into 100, the all-U.S. norm yields a factor of 0.64 for San Francisco, and 1.20 for Indianapolis.

With this data in hand, it is now possible to construct a Sales Call Efficiency Index for each territory using the equation illustrated above. This reveals that, on an adjusted basis allowing for market differences, the cost per call in San Francisco is $34.77 and in Indianapolis, $44.01. Wat was almost a $47 difference has been cut to under $10.

The adjusted index can be further refined by allowing for living costs differences. In this example, the San Francisco salesperson has a base salary of $40,200 plus $24,050 for expenses, while the Indianapolis salesperson has a base salary of $33,700 plus $12,600 for expenses. Using the above equation—multiplying each individual's expenses by the per diem factor mentioned earlier (0.64 for San Francisco, 1.20 for Indianapolis)—results in a **Weighted Sales Call Efficiency Index** of $47.00 for San Francisco and $38.67 for the Indianapolis salesperson.

2. Direct sales costs. Unless you keep your own records, company financial records will provide much of the information on direct sales costs (Table I-6). They can be supplemented by the sales force's expense accounts, as well as the Metro Sales Costs (page 35) and Transportation (page 107) data.

3. Cost per call. Using the summary data from the first two tables, you calculate cost per call (Table I-7) by dividing the salespeople's number of calls into their total direct sales costs. If you want to make the sales force more aware of this critical ratio, you can redesign the format of your call reports so that individuals can compute their own cost per call each time they submit a report.

4. Territory concentration factor. No two territories are exactly alike because of differences in geography, number and type of accounts, and industry concentration or dispersal. You can compensate for this diversity by assigning "weights" to the salespeople or territories being compared. Here, you first develop an average number of calls per day for your entire sales force; that figure represents the norm. Then, using the Territory Concentration Factor (Table I-8), which shows the statistical relationship between a set of common numbers, you "equalize" the differences in the number of sales calls. That is, it compensates for the differences where one territory averages eight calls per day, another, only four.

Next, you adjust for the differences in selling and living costs between the markets. A step-by-step procedure, comparing the San Francisco and Indianapolis markets, is provided in the above example.

Metro sales costs

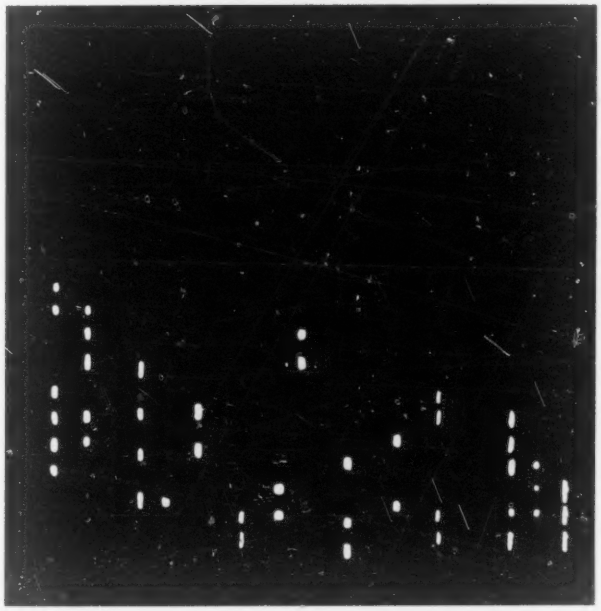


TABLE II-1 Selling costs in 86 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
ALABAMA								
Birmingham	Average $52.30 Range $25.50–$85.00	B $ 5.90 L $ 6.00 D $15.20	$ 79.40	9.8%	**91**	$5.90	Limo: $3.00 Taxi: $6.00 Dist.: 5 mi. NE Time: 15–20 min.	$49.50
ARIZONA								
Phoenix-Scottsdale	Average $58.15 Range $20.00–$150.00	B $ 6.30 L $ 7.00 D $12.75	84.20	10.3	**97**	4.75	Limo: $4.00 Taxi: $8.50 Dist.: 4 mi. SW Time: 10–15 min.	45.80
Tucson	Average $58.10 Range $32.00–$130.00	B $ 4.80 L $ 6.20 D $14.45	83.55	13.3	**96**	4.50	Limo: $4.25 Taxi: $12.00 Dist.: 10 mi. S Time: 20 min.	43.50
ARKANSAS								
Little Rock-North Little Rock	Average $45.80 Range $39.00–$64.00	B $ 4.45 L $ 6.50 D $14.45	71.20	4.3	**82**	5.00	Limo: $3.00 Taxi: $4.50 Dist.: 3.5 mi. SE Time: 10–15 min.	49.50
CALIFORNIA								
Anaheim-Santa Ana	Average $57.95 Range $30.00–$110.00	B $ 5.05 L $ 7.80 D $14.50	85.30	6.2	**98**	4.50	Limo: $3.95 Taxi: $22.00 Dist.: 10 mi. S Time: 20–30 min.	N.A.
Fresno	Average $47.85 Range $24.00–$75.00	B $ 5.40 L $ 8.90 D $15.20	77.35	6.7	**89**	4.50	Limo: None Taxi: $10.50 Dist.: 7 mi. NE Time: 15 min.	56.15
Los Angeles-Long Beach	Average $79.20 Range $44.00–$175.00	B $ 6.60 L $12.60 D $21.35	119.75	10.3	**137**	4.50	Limo: $6.00 Taxi: $25.00 Dist.: 15 mi. SW Time: 35–45 min.	56.05
Oakland	Average $63.00 Range $41.00–$96.00	B $ 6.25 L $ 8.60 D $16.70	94.55	3.9	**109**	4.50	Limo: None Taxi: $14.00 Dist.: 11 mi. SE Time: 10–15 min.	N.A.
Oxnard-Ventura	Average $58.40 Range $20.00–$115.00	B $ 5.45 L $ 7.50 D $13.70	85.05	7.8	**98**	4.50	Limo: None Taxi: $5.50 Dist.: 1 mi. S Time: 5 min.	N.A.

N.A.—Not Available

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal Costs:** A 12.5% tip is included in each meal cost shown. B—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). L—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entree, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). D—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1984 to 1985 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Fare information is for first city in metro area title. Driving times are approximate. **Auto rental:** Costs are based upon the published nondiscountable daily rates of major companies. Applicable local gas charges for 50 miles have been added.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses.

Median is the dollar amount that has an equal number of responses above and below it.

Sources: *Sales and Marketing Management;* American Hotel Assn.: *1985 Hotel & Motel Red Book; Hotel and Travel Index;* Crampton Associates, Inc.: *Airport Transit Guide,* Glen Ellyn, IL; Runzheimer International Car Rental Survey.

TABLE II-1 Selling costs in 38 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Riverside-San Bernardino	Average $48.00 Range $36.00–$125.00	B $ 4.70 L $ 6.20 D $11.75	$ 70.65	3.6%	**81**	$4.00	Limo: None Taxi: $29.00 Dist.: 15 mi. NW Time: 20 min.	N.A.
Sacramento	Average $48.60 Range $20.00–$74.00	B $ 4.50 L $ 6.85 D $12.10	72.05	12.0	**83**	5.00	Limo: $5.50 Taxi: $21.00 Dist.: 11 mi. NW Time: 15–25 min.	$52.50
San Diego	Average $62.60 Range $28.00–$115.00	B $ 6.70 L $ 7.30 D $16.20	92.80	1.7	**107**	5.00	Limo: None Taxi: $6.00 Dist.: 2 mi. NW Time: 5–10 min.	52.90
San Francisco	Average $88.65 Range $35.00–$200.00	B $ 8.40 L $14.00 D $24.75	135.80	5.3	**156**	7.00	Limo: $6.00 Taxi: $21.00 Dist.: 14 mi. S Time: 20–35 min.	49.20
San Jose	Average $68.30 Range $38.00–$115.00	B $ 5.90 L $ 7.50 D $14.45	96.15	11.3	**110**	4.50	Limo: None Taxi: $6.50 Dist.: 3 mi. NW Time: 10 min.	47.50
COLORADO								
Boulder	Average $53.70 Range $32.00–$88.00	B $ 4.70 L $ 6.70 D $12.15	77.25	8.5	**89**	4.50	Limo: None Taxi: $40.00 Dist.: 30 mi. NW Time: 45 min.	N.A.
Denver	Average $66.50 Range $25.00–$140.00	B $ 6.25 L $ 8.20 D $15.40	96.35	4.1	**111**	5.50	Limo: $5.00 Taxi: $10.00 Dist.: 7 mi. NE Time: 20–30 min.	46.15
CONNECTICUT								
Bridgeport-Stamford-Norwalk-Danbury	Average $69.80 Range $49.00–$109.00	B $ 4.20 L $ 9.70 D $12.05	95.75	3.5	**110**	5.00	Limo: $5.00 Taxi: $5.90 Dist.: 4 mi. SE Time: 10 min.	47.65
Hartford-New Britain-Middletown-Bristol	Average $592.20 Range $26.00–$105.00	B $ 5.85 L $ 9.50 D $16.80	91.35	3.5	**105**	5.00	Limo: $4.25 Taxi: $18.00 Dist.: 14 mi. N Time: 15–25 min.	58.15
New Haven-Waterbury-Meriden	Average $51.30 Range $28.00–$80.00	B $ 4.30 L $ 6.70 D $17.50	79.80	5.6	**92**	5.00	Limo: None Taxi: $6.00 Dist.: 3.5 mi. SE Time: 15 min.	55.85
DELAWARE								
Wilmington	Average $67.80 Range $32.00–$140.00	B $ 5.00 L $ 7.20 D $15.15	95.15	9.7	**109**	4.50	Limo: None Taxi: $10.00 Dist.: 5 mi. SW Time: 20 min.	61.15
DISTRICT OF COLUMBIA								
Washington	Average $89.00 Range $47.00–$144.00	B $ 6.60 L $ 9.05 D $21.85	126.50	5.9	**145**	6.00	**National** Limo: $5.00 Taxi: $6.70 Dist.: 4 mi. S Time: 20 min.	**Dulles** 60.65 Limo: $10.00 Taxi: $29.00 Dist.: 26 mi. W Time: 45–60 min.

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
FLORIDA								
Fort Lauderdale	Average $69.15 Range $30.00–$120.00	B $ 3.85 L $ 6.40 D $12.00	$ 91.40	5.3%	**105**	$4.50	Limo: $5.00[1] Taxi: $6.00 Dist.: 4 mi. S Time: 10 min.	N.A.
Jacksonville	Average $52.75 Range $34.00–$97.00	B $ 4.65 L $ 6.40 D $14.30	78.10	9.5	**90**	4.50	Limo: $8.00 Taxi: $19.00 Dist.: 17 mi. N Time: 30–40 min.	$40.85
Miami-Hialeah	Average $71.55 Range $40.00–$145.00	B $ 6.25 L $ 8.95 D $17.90	104.65	6.6	**120**	6.00	Limo: $6.00 Taxi: $11.00 Dist.: 7 mi. NW Time: 20–30 min.	39.90
Orlando	Average $64.30 Range $45.00–$89.00	B $ 4.75 L $ 7.60 D $15.50	92.15	5.1	**106**	5.00	Limo: $10.00 Taxi: $13.00 Dist.: 10 mi. S Time: 15–20 min.	37.85
Tampa-St. Petersburg-Clearwater	Average $59.65 Range $24.00–$105.00	B $ 4.90 L $ 7.25 D $16.80	88.60	13.1	**102**	6.00	Limo: $3.50 Taxi: $10.00 Dist.: 5 mi. NW Time: 10–15 min.	38.15
West Palm Beach-Boca Raton-Delray Beach	Average $55.60 Range $29.00–$104.00	B $ 4.70 L $ 6.50 D $15.70	82.50	12.9	**95**	5.50	Limo: None Taxi: $8.50 Dist.: 17 mi. N Time: 15 min.	N.A.
GEORGIA								
Atlanta	Average $81.45 Range $48.00–$125.00	B $ 5.30 L $ 7.30 D $19.80	113.85	10.5	**131**	5.25	Limo: $6.00 Taxi: $13.50 Dist.: 8 mi. SW Time: 20–30 min.	56.90
HAWAII								
Honolulu	Average $73.50 Range $27.00–$170.00	B $ 6.25 L $ 9.25 D $16.90	105.90	16.5	**122**	6.50	Limo: None Taxi: $8.50 Dist.: 4.5 mi. NW Time: 10–15 min.	31.60
ILLINOIS								
Chicago	Average $96.10 Range $58.00–$155.00	B $ 4.90 L $ 8.40 D $17.90	127.30	8.0	**146**	5.00	**O'Hare** Limo: $6.75 Taxi: $21.00 Dist.: 18 mi. NW Time: 45–65 min.	**Midway** 60.95 Limo: $6.00 Taxi: $14.50 Dist.: 10 mi. SW Time: 25–40 min.
Springfield	Average $42.30 Range $25.00–$54.00	B $ 4.30 L $ 6.10 D $14.10	66.80	1.7	**77**	4.50	Limo: None Taxi: $5.15 Dist.: 3 mi. N Time: 15 min.	51.50
INDIANA								
Indianapolis	Average $49.80 Range $24.00–$86.00	B $ 4.05 L $ 5.85 D $12.35	72.05	8.0	**83**	4.50	Limo: $7.25 Taxi: $8.00 Dist.: 7 mi. SW Time: 15 min.	62.90

[1]Minimum two passengers.
N.A.–Not Available.

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
IOWA								
Des Moines	Average $46.80 Range $22.00–$87.00	B $ 4.25 L $ 6.00 D $13.25	$ 70.30	10.5%	**81**	$4.50	Limo: None Taxi: $8.00 Dist.: 5.5 mi. SW Time: 15–20 min.	$43.90
KANSAS								
Wichita	Average $48.25 Range $20.00–$83.00	B $ 4.60 L $ 6.25 D $12.30	71.40	8.3	**82**	5.50	Limo: None Taxi: $7.50 Dist.: 6 mi. SW Time: 25–30 min.	55.90
KENTUCKY								
Louisville	Average $47.50 Range $24.00–$101.00	B $ 3.55 L $ 5.85 D $15.25	72.15	7.0	**83**	4.00	Limo: $3.75 Taxi: $9.00 Dist.: 5 mi. S Time: 15–20 min.	51.50
LOUISIANA								
New Orleans	Average $71.70 Range $39.00–$140.00	B $ 5.75 L $ 8.00 D $17.95	103.40	1.1	**119**	5.50	Limo: $7.00 Taxi: $18.00 Dist.: 14 mi. W Time: 30–40 min.	52.50
MARYLAND								
Baltimore	Average $63.40 Range $30.00–$108.00	B $ 4.95 L $ 8.25 D $16.70	93.30	11.1	**107**	5.00	Limo: $6.00 Taxi: $11.00 Dist.: 10. mi. SW Time: 30–40 min.	64.45
MASSACHUSETTS								
Boston	Average $84.45 Range $44.00–$165.00	B $ 5.50 L $ 7.35 D $17.95	115.25	9.5	**132**	5.00	Limo: $5.00 Taxi: $11.00 Dist.: 3 mi. NE Time: 30–40 min.	58.50
New Bedford-Fall River-Attleboro	Average $45.80 Range $34.00–$65.00	B $ 5.00 L $ 6.90 D $15.30	73.00	8.3	**83**	5.10	Limo: None Taxi: $5.00 Dist.: 2.5 mi. N Time: 15 min.	N.A.
Springfield	Average $49.70 Range $35.00–$74.00	B $ 4.35 L $ 6.75 D $14.65	75.45	6.9	**87**	5.00	Limo: $6.00 Taxi: $23.50 Dist.: 18 mi. S Time: 30 min.	55.85
Worcester-Fitchburg-Leominster	Average $61.50 Range $46.00–$87.00	B $ 4.50 L $ 7.20 D $16.30	89.70	12.5	**103**	5.00	Limo: None Taxi: $8.00 Dist.: 5 mi. W Time: 20 min.	53.15

N.A.—Not Available.

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. B—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). L—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). D—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1983 to 1984 in total one-day cost of lodging and three meals. Per diem index: A city's per diem total expressed as a ratio of the U.S. average (an index of 110, for example, means that the area's total cost is 10% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Fare information is for first city in metro area title. Driving times are approximate. **Auto rental:** Costs are based upon the published nondiscountable daily rates of major companies. Applicable local gas charges for 50 miles have been added.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses. **Median** is the dollar amount that has an equal number of responses above and below it.

Sources: *Sales & Marketing Management*; American Hotel Assn.: *1985 Hotel & Motel Red Book; Hotel and Travel Index*; Crampton Associates, Inc.: *Airport Transit Guide*, Glen Ellyn, IL; Runzheimer International Car Rental Survey.

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
MICHIGAN								
Detroit	Average $56.00 Range $23.00–$140.00	B $ 5.70 L $ 7.70 D $19.20	$88.60	4.5%	**102**	$5.50	Limo: $6.00 Taxi: $22.50 Dist.: 19 mi. SW Time: 30–45 min.	$56.60
Grand Rapids	Average $47.20 Range $22.00–$76.00	B $ 5.10 L $ 7.60 D $15.45	75.35	4.8	**86**	5.50	Limo: None Taxi: $10.00 Dist.: 10 mi. SE Time: 20–25 min.	N.A.
MINNESOTA								
Minneapolis-St. Paul	Average $65.65 Range $30.00–$119.00	B $ 6.15 L $ 7.80 D $18.00	97.60	4.1	**112**	5.00	Limo: $5.50 Taxi: $15.50 Dist.: 13 mi. SE Time: 20–30 min.	51.60
MISSOURI								
Kansas City	Average $56.80 Range $27.00–$115.00	B $ 4.55 L $ 6.50 D $14.25	82.10	6.1	**94**	4.50	Limo: $8.50 Taxi: $27.00 Dist.: 18 mi. NW Time: 35–50 min.	53.00
St. Louis	Average $62.60 Range $28.00–$90.00	B $ 5.50 L $ 7.35 D $16.55	92.00	10.6	**106**	5.00	Limo: $5.90 Taxi: $18.00 Dist.: 13 mi. NW Time: 20–30 min.	49.05
NEBRASKA								
Omaha	Average $45.50 Range $25.00–$75.00	B $ 4.35 L $ 5.60 D $12.35	67.80	0	**78**	4.00	Limo: None Taxi: $5.50 Dist.: 5 mi. NE Time: 5–10 min.	60.50
NEVADA								
Las Vegas	Average $54.90 Range $28.00–$89.00	B $ 5.10 L $ 8.10 D $17.80	85.80	5.0	**99**	4.50	Limo: $4.00 Taxi: $14.00 Dist.: 7 mi. S Time: 35–45 min.	53.50
NEW JERSEY								
Jersey City-Bergen-Passaic	Average $52.50 Range $32.00–$73.00	B $ 4.50 L $ 7.65 D $16.70	81.35	8.3	**93**	5.50	Limo: None Taxi: $20.00 Dist.: 9 mi. W Time: 40 min.	N.A.
Long Branch-Asbury Park	Average $57.00 Range $45.00–$81.00	B $ 4.00 L $ 7.00 D $15.00	83.00	5.7	**95**	5.00	Limo: None Taxi: $39.00 Dist.: 45 mi. NW Time: 60 min.	N.A.
New Brunswick-Perth Amboy-Sayreville	Average $69.75 Range $40.00–$99.00	B $ 5.25 L $ 6.00 D $17.60	98.60	2.4	**113**	5.00	Limo: $12.00 Taxi: $36.00 Dist.: 23 mi. NW Time: 40 min.	N.A.
Newark	Average $72.90 Range $61.00–$103.00	B $ 5.75 L $ 7.20 D $19.10	104.95	4.1	**120**	5.50	Limo: 4.00 Taxi: $10.00 Dist.: 3 mi. S Time: 20 min.	64.85

N.A.—Not Available.

TABLE II-1 Selling costs in 88 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
NEW MEXICO								
Albuquerque	Average $48.05 Range $16.00–$90.00	B $ 5.15 L $ 7.25 D $13.50	$ 74.25	10.9%	85	$5.50	Limo: $4.50 Taxi: $6.50 Dist.: 4.3 mi. SE Time: 15–20 min.	$45.15
NEW YORK								
Albany-Schenectady-Troy	Average $51.55 Range $25.00–$95.00	B $ 4.10 L $ 6.70 D $15.30	77.65	0.9	89	4.50	Limo: $4.90 Taxi: $9.90 Dist.: 10 mi. NW Time: 20 min.	54.00
Buffalo	Average $49.55 Range $23.00–$85.00	B $ 3.85 L $ 5.70 D $15.60	74.70	2.1	86	3.90	Limo: $5.00 Taxi: $11.00 Dist.: 8 mi. NE Time: 20–30 min.	61.65
Nassau-Suffolk (Long Island)	Average $59.45 Range $34.00–$91.00	B $ 4.80 L $10.10 D $17.70	92.05	0.3	106	6.50	Limo: (Varies Taxi: between Dist.: airport and Time: destination)	N.A.
New York	Average $94.65 Range $62.00–$150.00	B $ 8.15 L $12.35 D $24.75	139.90	3.7	161	8.00	**La Guardia** Limo: $6.00 Taxi: $12.00 Dist.: 8 mi. NE Time: 20–40 min. **Kennedy** Limo: $8.00 Taxi: $27.00 Dist.: 15 mi. SE Time: 35–60 min. **Newark** Limo: $4.00 Taxi: $32.50 Dist.: 16 mi. SW Time: 30–45 min.	71.15
Rochester	Average $56.30 Range $20.00–$115.00	B $ 5.05 L $ 6.60 D $16.25	84.20	8.4	97	4.60	Limo: None Taxi: $8.50 Dist.: 5 mi. SW Time: 10–20 min.	64.00
Syracuse	Average $55.70 Range $26.00–$119.00	B $ 4.30 L $ 6.35 D $14.60	80.95	8.1	93	4.70	Limo: None Taxi: $10.20 Dist.: 9 mi. NE Time: 15–20 min.	51.30
NORTH CAROLINA								
Charlotte-Gastonia-Rock Hill	Average $49.50 Range $22.00–$100.00	B $ 5.30 L $ 7.90 D $20.50	83.20	10.5	96	5.50	Limo: $4.20 Taxi: $10.00 Dist.: 8 mi. W Time: 20–25 min.	55.15
Greensboro-Winston-Salem-High Point	Average $52.40 Range $25.00–$95.00	B $ 4.00 L $ 6.50 D $14.40	77.30	7.8	89	6.00	Limo: $6.75 Taxi: $11.00 Dist.: 9 mi. W Time: 10–20 min.	N.A.
OHIO								
Akron	Average $47.80 Range $24.50–$90.00	B $ 5.10 L $ 6.25 D $15.00	74.15	3.4	85	4.70	Limo: $9.75 Taxi: $27.00 Dist.: 15 mi. SE Time: 20–30 min.	60.50
Canton	Average $46.75 Range $28.00–$57.00	B $ 3.15 L $ 5.85 D $11.50	67.25	9.3	77	4.00	Limo: None Taxi: $12.00 Dist.: 10 mi. NW Time: 15–20 min.	N.A.

N.A.—Not Available.

TABLE II-1 Selling costs in 86 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Cincinnati	Average $49.95 Range $27.00–$80.00	B $ 5.10 L $ 6.70 D $15.75	$ 77.50	6.4%	**89**	$5.00	Limo: $6.00 Taxi: $14.00 Dist.: 13 mi. SW Time: 20–30 min.	$54.70
Cleveland	Average $50.65 Range $21.00–$90.00	B $ 3.60 L $ 6.80 D $15.75	76.80	7.0	**88**	5.00	Limo: None Taxi: $16.00 Dist.: 10 mi. SW Time: 20–40 min.	64.40
Columbus	Average $49.50 Range $20.00–$84.00	B $ 4.50 L $ 7.65 D $15.30	76.95	6.5	**88**	4.70	Limo: $4.75 Taxi: $11.50 Dist.: 7 mi. E Time: 25 min.	53.90
Dayton-Springfield	Average $40.50 Range $22.00–$86.00	B $ 4.50 L $ 5.95 D $13.40	64.35	6.1	**74**	3.50	Limo: $6.00 Taxi: $12.50 Dist.: 12.5 mi. N Time: 20–25 min.	56.15
Toledo	Average $54.90 Range $34.00–$96.00	B $ 4.80 L $ 6.00 D $17.55	83.25	8.7	**96**	5.20	Limo: $13.00 Taxi: $24.00 Dist.: 17 mi. SW Time: 20–30 min.	58.15
OKLAHOMA								
Oklahoma City	Average $50.95 Range $28.00–$92.00	B $ 5.10 L $ 7.10 D $14.20	77.35	8.6	**89**	5.00	Limo: $5.75 Taxi: $11.50 Dist.: 11 mi. SW Time: 15–25 min.	52.85
Tulsa	Average $47.60 Range $23.00–$110.00	B $ 4.70 L $ 6.25 D $13.50	72.05	4.6	**83**	4.50	Limo: $8.00 Taxi: $10.00 Dist.: 9 mi. NE Time: 20–30 min.	N.A.
OREGON								
Portland	Average $59.00 Range $30.00–$125.00	B $ 5.00 L $ 6.75 D $14.90	85.65	4.9	**98**	4.00	Limo: $4.00 Taxi: $16.50 Dist.: 9 mi. NE Time: 25–30 min.	50.15
PENNSYLVANIA								
Harrisburg-Lebanon-Carlisle	Average $54.15 Range $22.00–$84.00	B $ 4.00 L $ 7.55 D $13.00	78.70	5.3	**90**	5.90	Limo: $12.00 Taxi: $14.00 Dist.: 9 mi. S Time: 45 min.	60.15
Philadelphia	Average $66.60 Range $30.00–$114.00	B $ 5.65 L $ 7.90 D $16.00	96.15	6.9	**110**	5.00	Limo: $12.00 Taxi: $15.00 Dist.: 8 mi. SW Time: 30–40 min.	61.10
Pittsburgh	Average $63.55 Range $29.00–$125.00	B $ 5.60 L $ 7.30 D $17.55	94.00	3.7	**108**	5.50	Limo: $6.00 Taxi: $22.00 Dist.: 14 mi. W Time: 35–40 min.	50.55
RHODE ISLAND								
Providence-Pawtucket-Woonsocket	Average $64.60 Range $28.00–$111.00	B $ 4.55 L $ 7.00 D $16.40	92.55	4.2	**106**	5.00	Limo: None Taxi: $14.00 Dist.: 7 mi. S Time: 15–20 min.	64.50

N.A.—Not Available.

TABLE II-1 Selling costs in 86 major U.S. markets

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
TENNESSEE								
Memphis	Average $45.05 Range $30.00–$75.00	B $ 5.40 L $ 6.55 D $14.30	$71.30	8.0%	82	$5.00	Limo: $5.00 Taxi: $15.00 Dist.: 9 mi. SE Time: 15–25 min.	$52.80
Nashville-Davidson	Average $49.05 Range $28.00–$99.00	B $ 4.85 L $ 6.40 D $15.75	76.05	6.1	87	6.00	Limo: None Taxi: $9.00 Dist.: 6 mi. SE Time: 20–25 min.	56.15
TEXAS								
Austin	Average $67.55 Range $42.00–$125.00	B $ 5.35 L $ 7.55 D $18.50	98.95	4.7	114	5.50	Limo: None Taxi: $6.50 Dist.: 4 mi. NE Time: 10–20 min.	48.10
Dallas	Average $61.70 Range $34.00–$115.00	B $ 7.05 L $ 9.95 D $17.80	96.50	7.1	111	6.00	Limo: $8.00 Taxi: $21.50 Dist.: 21 mi. NW Time: 25–40 min.	51.10
Fort Worth-Arlington	Average $52.60 Range $34.00–$106.00	B $ 4.35 L $ 7.00 D $16.20	80.15	5.2	92	5.50	Limo: $6.00 Taxi: $22.00 Dist.: 24 mi. NE Time: 30–40 min.	N.A.
Houston	Average $64.00 Range $34.00–$170.00	B $ 5.60 L $ 7.80 D $18.85	96.25	3.8	110	6.20	Limo: $6.50 Taxi: $22.50 Dist.: 22 mi. N Time: 30–50 min.	45.25
San Antonio	Average $49.05 Range $30.00–$112.00	B $ 4.15 L $ 7.30 D $12.70	73.20	–.3	83	6.00	Limo: $5.00 Taxi: $10.75 Dist.: 8 mi. N Time: 15–20 min.	43.50
UTAH								
Salt Lake City-Ogden	Average $50.30 Range $30.00–$114.00	B $ 5.65 L $ 6.60 D $15.20	77.75	5.8	89	5.00*	Limo: None Taxi: $8.50 Dist.: 6 mi. NW Time: 15–20 min.	50.50
VIRGINIA								
Norfolk-Virginia Beach-Newport News	Average $54.20 Range $26.00–$105.00	B $ 4.70 L $ 6.70 D $16.00	81.60	7.2	94	5.00	Limo: $4.75 Taxi: $11.00 Dist.: 6 mi. NE Time: 15–25 min.	46.85
WASHINGTON								
Seattle	Average $67.80 Range $30.00–$150.00	B $ 5.50 L $ 7.75 D $16.25	97.30	9.5	112	4.50	Limo: $4.75 Taxi: $20.75 Dist.: 13 mi. S Time: 20–30 min.	48.15
WISCONSIN								
Milwaukee	Average $50.30 Range $25.00–$90.00	B $ 4.75 L $ 7.55 D $16.40	79.00	5.0	91	5.00	Limo: $5.50 Taxi: $16.00 Dist.: 7 mi. S Time: 15–25 min.	56.45

N.A.—Not Available.
*In Salt Lake City, only private clubs may serve mixed drinks, in public restaurants, drinks may be purchased via a pour your own mini bottle plus a set up fee.

TABLE II-2 Selling costs in major Canadian markets*

Metro Area	Lodging (Daily)	Meals (Median)	Per Diem Total	Per Diem Increase 1984–85	Per Diem Index	Cost Of Two Drinks	Airport To Downtown	Per Diem Auto Rental
Calgary, Alberta	Average $66 80 Range $39.00–$106.00	B $ 6.25 L $ 8.20 D $18.85	$100.20	2.0%	92	$5.80	Limo: $5.00 Taxi: $12.50 Dist.: 5 mi. NE Time: 30 min.	N.A.
Montreal, Quebec	Average $88.80 Range $46.00–$150.00	B $ 6.45 L $11.85 D $16.60	123.70	5.2	114	9.00	Limo: $5.50 Taxi: $19.00 Dist.: 14 mi. W Time: 30–45 min.	N.A.
Ottawa, Ontario	Average $68.75 Range $47.00–$99.00	B $ 5.75 L $ 8.45 D $15.75	98.70	4.2	91	7.00	Limo: $4.50 Taxi: $14.00 Dist.: 5 mi. S Time: 20–30 min.	N.A.
Toronto, Ontario	Average $81.55 Range $38.00–$140.00	B $ 6.55 L $10.05 D $18.30	116.45	.7	107	7.00	Limo: $6.50 Taxi: $20.00[1] Dist.: 18 mi. NW Time: 30–45 min.	N.A.
Vancouver, British Columbia	Average $82.95 Range $48.00–$142.00	B $ 7.80 L $ 9.05 D $19.45	119.25	.8	110	8.00	Limo: $5.00 Taxi: $13.00 Dist.: 11 mi. SW Time: 30–40 min.	N.A.
Winnipeg, Manitoba	Average $58.85 Range $28.00–$99.00	B $ 7.15 L $10.80 D $16.40	93.20	– .2	86	8.00	Limo: $4.00 Taxi: $7.00 Dist.: 4 mi. W Time: 15 min.	N.A.

DEFINITIONS: **Lodging:** Single-room rates, excluding local taxes, are shown. Double-room rates are approximately 1.27 times greater. **Meal costs:** A 12.5% tip is included in each meal cost shown. **B**—Menu prices for a breakfast consisting of two eggs, bacon or sausage, and coffee (and juice if it is part of the meal). **L**—Menu price for a lunch consisting of ground sirloin steak (not a sandwich) or a comparable entrée, potato, vegetable, and coffee (and salad, roll and butter, and coleslaw if part of the meal). **D**—Menu price for dinner consisting of 12-oz. sirloin steak, baked potato, salad, and beverage (and appetizer, soup, and dessert if part of the meal). **Per diem total:** Total one-day cost of lodging and meals. **Per diem increase:** Percent change from 1984 to 1985 in total one-day cost of lodging and three meals. **Per diem index:** A city's per diem total expressed as a ratio of all-Canadian average (an index of 102, for example, means that the area's total cost is 2% above the national average). **Cost of two drinks:** Price for two martinis made from the bar's house liquor. **Airport to downtown:** Driving times are approximate. **Auto rental:** Costs are not available due to discontinued publication of the *Official Airline Guide—Ground Transportation* supplement.

Notes: **Average** is the sum of the dollar amounts divided by the number of responses.

Median is the dollar amount that has an equal number of responses above and below it. All costs are in Canadian dollars.

*In Canadian dollars.

N.A.—Not Available.

[1]Represents fare for four riders.

Sources: *Sales and Marketing Management;* American Hotel Assn.: *1985 Hotel & Motel Red Book; Hotel and Travel Index;* Crampton Associates, Inc.: *Airport Transit Guide,* Glen Ellyn, IL.

S&MM'S FOUR SURVEY ISSUES

Survey of Buying Power, published in July, includes the most current estimates of the demographic and socioeconomic factors of regions, states, metropolitan markets, counties, and cities.

Survey of Buying Power—Part II, published in October, rearranges the basic *Survey* data in terms of TV and newspaper markets so that markets can be evaluated in media terms; it also gives a five-year projection of metropolitan markets, as well as current data on merchandise line sales for several product categories.

Survey of Selling Costs, published in February, includes detailed information on the basic selling costs of the leading metropolitan markets in the U.S. and Canada, plus data on such marketing-related expenses as sales incentives, sales training, sales meetings, car rentals, and salespeople's compensation.

Survey of Industrial & Commercial Buying Power, published in April, provides data on 4-digit SIC Industries, both manufacturing and nonmanufacturing, as well as leading counties for the more than 400 customer industries listed that buy goods and services from consumer and industrial establishments.

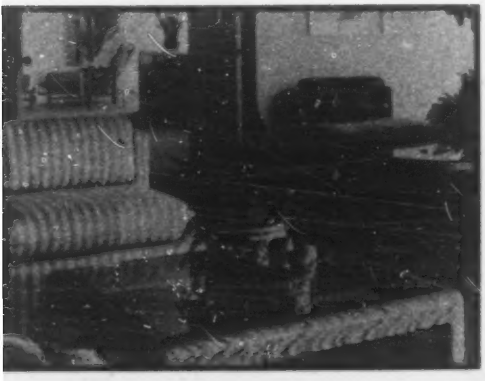
TABLE II-3

Meal & lodging tax rates by metropolitan market

U.S. Metro Area	Lodging Tax	Meal Tax
Akron	11.5%	5.5%
Albany-Schenectady-Troy	8.0	7.0
Albuquerque	9.375	4.6
Anaheim-Santa Ana	8.0	6.0
Atlanta	8.0	5.0
Austin	11.0	6.0
Baltimore	11.0	5.0
Birmingham	7.0	7.0
Boston	9.7	5.0
Boulder	9.2	5.85
Bridgeport-Stamford Norwalk-Danbury	7.5	7.5
Buffalo	11.0	8.0
Canton	11.0	5.0
Charlotte-Gastonia-Rock Hill	7.5	4.5
Chicago	10.1	8.0
Cincinnati	10.0	5.5
Cleveland	12.5	6.5
Columbus	11.5	5.5
Dallas	9.0	6.0
Dayton-Springfield	12.5	6.5
Denver	8.7	6.7
Des Moines	11.0	4.0
Detroit	10.0	4.0
Fort Lauderdale-Hollywood-Pompano Beach	7.0	5.0
Fort Worth-Arlington	11.0	5.25
Fresno	9.0	6.0
Grand Rapids	7.0	4.0
Greensboro-Winston-Salem-High Point	7.5	4.5
Harrisburg-Lebanon-Carlisle	6.0	6.0
Hartford-New Britain-Bristol-Middletown	7.5	7.5
Honolulu	4.0	4.0
Houston	11.0	6.25
Indianapolis	10.0	6.0
Jacksonville	9.0	5.0
Jersey City-Bergen-Passaic	6.0	6.0
Kansas City	10.0	7.0
Las Vegas	7.0	5.75
Little Rock-North Little Rock	7.0	7.0
Long Branch-Asbury Park	6.0	6.0
Los Angeles-Long Beach	10.0	6.5
Louisville	9.2	5.0
Memphis	12.75	7.75
Miami-Hialeah	10.0	5.0
Milwaukee	11.0	5.0
Minneapolis-St. Paul	9.0%	6.0%
Nashville-Davidson	10.75	7.75
Nassau-Suffolk (Long Island)	8.25	8.25[1]
New Bedford-Fall River-Attleboro	5.7	5.0
New Brunswick-Perth Amboy-Sayreville	6.0	6.0
New Haven-Waterbury-Meriden	7.5	7.5
New Orleans	11.0	9.0
New York	8.25 (Plus $2 Surcharge)	8.25
Newark	6.0	6.0
Norfolk-Virginia Beach-Newport News	7.0	8.0
Oakland	8.0	6.5
Oklahoma City	7.2	5.25
Omaha	8.0	5.0
Orlando	7.0	5.0
Oxnard-Ventura	9.0	6.0
Philadelphia	9.0	6.0
Phoenix-Scottsdale	7.5	6.0
Pittsburgh	9.0	6.0
Portland	6.0	—
Providence-Pawtucket-Woonsocket	8.0	6.0
Riverside-San Bernardino	8.0	6.0
Reno	7.0	6.0
Rochester	9.0	7.0
Sacramento	10.0	5.6
St. Louis	9.85	7.0
Salt Lake City-Ogden	9.85	5.75
San Antonio	10.0	5.6
San Diego	7.0	6.0
San Francisco	9.75	6.5
San Jose	8.0	7.0
Seattle	12.9	8.0
Springfield, IL	10.0	7.0
Springfield, MA	5.7	5.0
Syracuse	10.0	7.0
Tampa-St. Petersburg-Clearwater	7.0	5.5
Toledo	12.0	5.5
Tucson	8.0	7.0
Tulsa	11.25	6.25
Washington, DC	10.0 (Plus $1 Surcharge)	7.0
West Palm Beach-Boca Raton-DelRay Beach	7.0	5.0
Wichita	9.0	4.0
Wilmington	6.0	—
Worcester-Fitchburg-Leominster	5.7	5.0

Note: Tax rates are for the first city in a given metro area.

[1]Average for establishments polled by S&MM. Rates may vary slightly among the townships in the two counties.



Canadian Metro Area	Lodging Tax	Meal Tax
Calgary	—	—
Montreal	—	10.0%
Ottawa	5.0%	7.0
Toronto	5.0	7.0
Vancouver	7.0	7.0
Winnipeg	6.0	6.0

Source: Sales and Marketing Management survey.

Compensation

Definitions

Field sales personnel

Sales trainee: Anyone who is learning about the company's products, services, and policies, as well as proven sales techniques, in preparation for sales assignments.

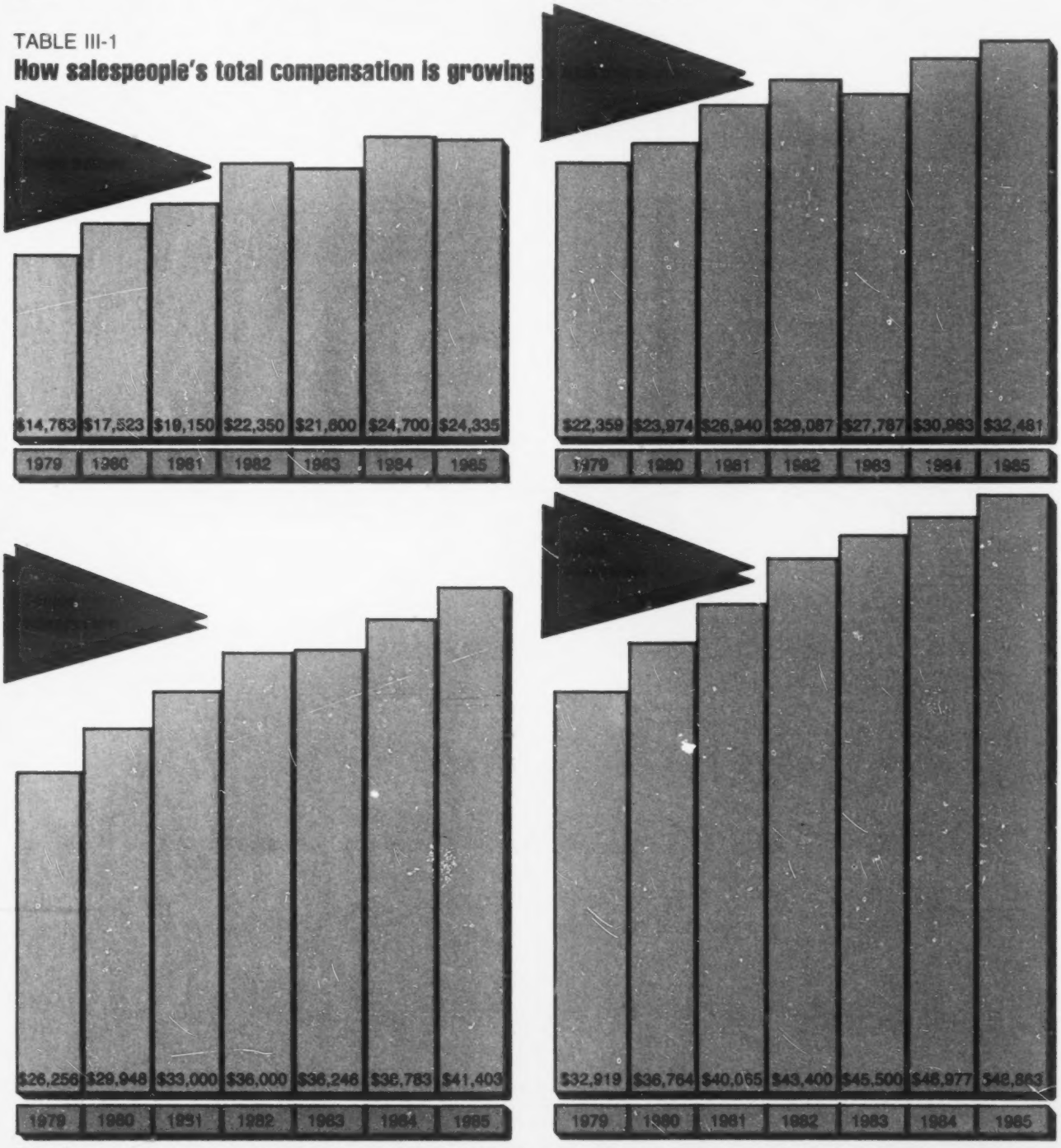
Salesperson Grade A: A "regular" salesperson who has little or no selling experience except that which has been acquired in the company's sales training program. He contacts established and prospective customers to develop interest in the company's products and to sell them.

Salesperson Grade B: A salesperson who has broad knowledge of the company's products and services and sells in a specifically assigned territory. He maintains contact with established customers and develops new prospects.

Senior salesperson: A salesperson at the highest level of selling responsibility. He is completely familiar with the company's products, services, and policies; he usually has years of experience and is assigned to major accounts and territories.

TABLE III-1

How salespeople's total compensation is growing



Note: Salaries plus commission incentives. Figures apply to consumer goods, industrial goods, and "other," that is, insurance, services, transportation, and utilities and represent medians.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

Sales supervisor: A veteran salesperson who, because of his abilities and experience, leads others. Although his primary function is to direct the activities of and train salespeople and sales trainees, he may also sell to selected key accounts.

Sales-support personnel

Level I: This individual performs assigned tasks, using established procedures that require little evaluation. Generally reports to a supervisor.

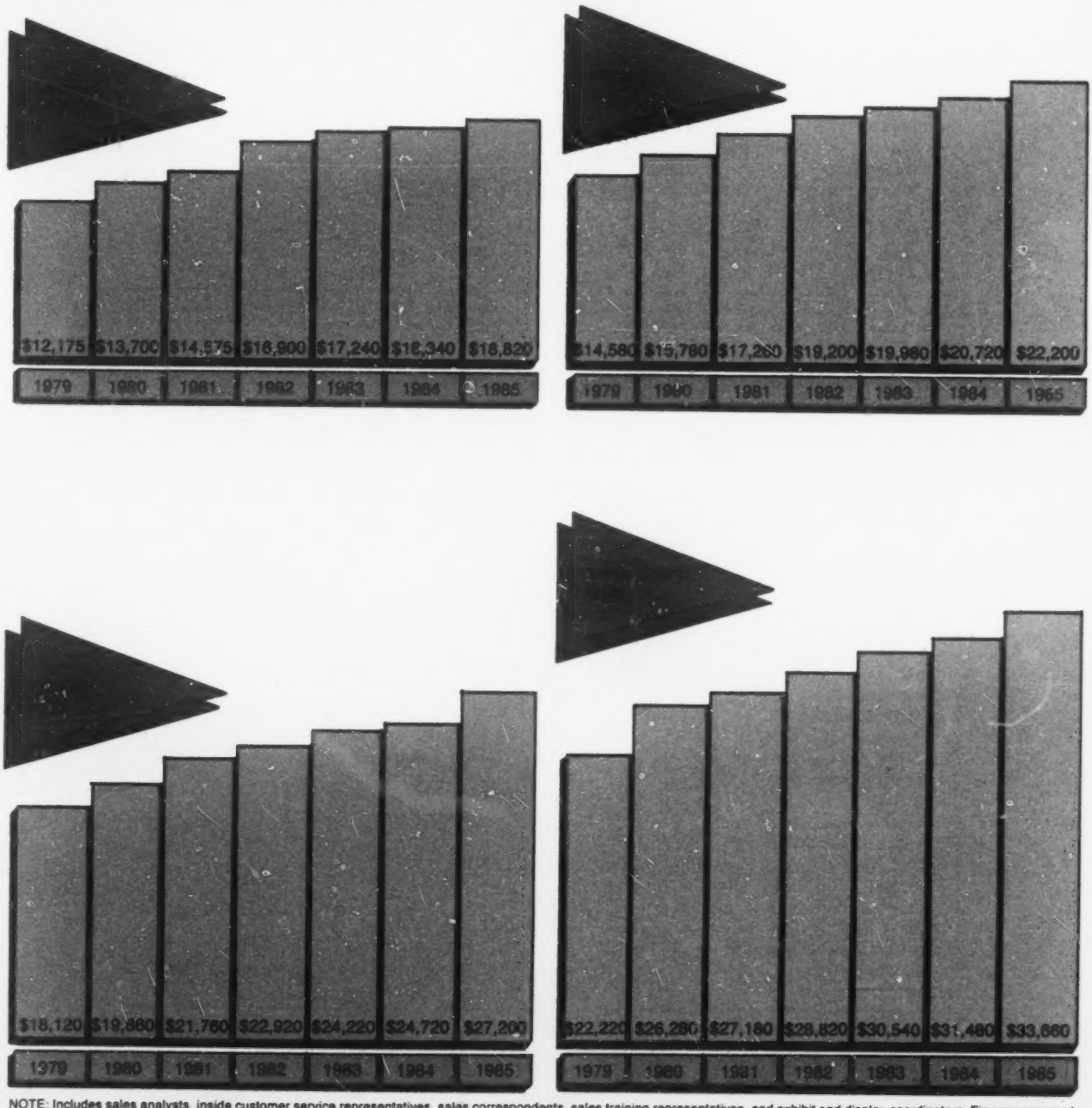
Level II: An intermediate-level worker who performs tasks involving limited responsibilities and standard procedures. Some originality and evaluation is required.

Level III: The highest nonsupervisory worker, expected to exercise considerable originality and make evaluations. On occasion, this person assists in training and supervising trainees and Level I employees.

Supervisor: This individual's primary job is to direct others in the accomplishment of assigned work. He also consults with superiors on more complex phases of assigned work.

TABLE III-2

How compensation for sales-support personnel is growing



NOTE: Includes sales analysts, inside customer service representatives, sales correspondents, sales training representatives, and exhibit and display coordinators. Figures represent medians.
Source: Executive Compensation Service, Inc.; a subsidiary of the Wyatt Co.

TABLE III-3

Salespeople's annual compensation

Salesperson Level	Consumer Products 1985	Consumer Products 1984	% Change	Industrial Products 1985	Industrial Products 1984	% Change
Sales trainee						
Straight salary	**$18,700**	$18,150	+ 3.0%	**$21,600**	$20,647	+ 4.6%
Salary plus incentive						
Salary	**18,000**	20,150	−10.7	**20,300**	20,490	− 0.9
Incentive	**3,300**	2,250	+46.6	**4,500**	3,315	+35.7
Total	**21,300**	22,300	− 4.5	**24,800**	25,175	− 1.5
A&B salespeople						
Straight salary	**26,300**	22,850	+15.1	**28,200**	29,621	− 4.8
Salary plus incentive						
Salary	**23,000**	20,520	+12.1	**26,400**	24,880	+ 6.1
Incentive	**6,200**	6,080	+ 2.0	**6,780**	8,300	−22.4
Total	**29,200**	26,660	+ 9.5	**34,100**	32,195	+ 5.9
Senior salespeople						
Straight salary	**35,700**	30,770	+16.0	**37,400**	37,036	+ 1.0
Salary plus incentive						
Salary	**30,700**	26,640	+15.2	**32,300**	30,156	+ 7.1
Incentive	**8,500**	7,780	+ 9.3	**10,300**	9,556	+ 7.8
Total	**39,200**	34,120	+14.9	**42,600**	40,419	+ 5.4
Sales supervisor						
Straight salary	**37,000**	38,433	− 3.7	**47,600**	43,358	+ 9.8
Salary plus incentive						
Salary	**39,300**	35,300	+11.2	**39,500**	37,800	+ 4.5
Incentive	**8,600**	7,580	+13.5	**10,300**	10,020	+ 2.8
Total	**47,900**	43,980	+ 8.9	**49,800**	47,247	+ 5.4

Note: Wide fluctuations between years reflect changes in the organizations that reported data. It should also be noted that in the "salary plus incentive" category, the "total" compensation will not equal the sum of the "salary" and "incentive" components because not all respondents provided information for each of the components.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-4

Sales force selling expenses as a percentage of sales in major industries

Industry	Compensation 1985	Compensation 1984	T&E Expenses 1985	T&E Expenses 1984	Total 1985	Total 1984
Consumer Goods						
Durable goods	1.8%	2.1%	0.7%	1.3%	**2.5%**	3.4%
Ethical pharmaceuticals, surgical supplies & equipment, proprietary drugs & toiletries*	3.4*	5.2	1.6*	1.7	**5.0***	6.9
Food	1.4	1.9	0.5	0.5	**1.9**	2.4
Major household items	1.8	3.3	0.6	0.7	**2.4**	4.0
Industrial goods						
Automotive parts & accessories	2.2	2.6	0.7	1.0	**2.9**	3.6
Building materials	1.2	1.2	0.3	0.5	**1.5**	1.7
Chemicals & petroleum	1.6	2.4	0.5	0.4	**2.1**	2.8
Computers	1.5	4.2	0.4	1.7	**1.9**	5.9
Containers, packaging materials & paper	0.4	1.0	0.2	0.2	**0.6**	1.2
Electrical equipment	1.5	1.6	0.5	0.6	**2.0**	2.2
Electronics	2.2	3.4	1.6	1.3	**3.8**	4.7
Fabricated metals (heavy)	1.5	1.0	0.5	0.4	**2.0**	1.4
Fabricated metals (light)	2.0	2.5	0.7	1.4	**2.7**	3.9
Fabrics & apparel	2.1	2.2	0.7	0.5	**2.8**	2.7
Iron & steel	0.8	1.4	0.3	0.6	**1.1**	2.0
Machinery (heavy)	2.1	2.0	0.8	0.7	**2.9**	2.7
Machinery (light)	1.3	3.3	1.2	1.3	**2.5**	4.6
Office & educational equipment	8.2	2.1	1.2	1.2	**9.4**	3.3
Printing & publishing	5.5	5.2	1.1	1.3	**6.6**	6.5
Rubber, plastics & leather	1.6	1.9	0.8	1.0	**2.8**	2.9

Note: Includes only salespeople's total compensation plus their expenses, that is, travel, lodging, meals, and entertainment. It should be noted that some of the differences between years reflect changes in the organizations that reported data. Also, percentages in this table are percentages of sales by the sales force.
*Combined categories previously reported separately.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-5

Total selling expenses as a percentage of company sales

Industry	1985	1984
Consumer goods		
Durable goods	6.3%	14.8%
Ethical pharmaceuticals, surgical supplies & equipment, proprietary drugs & toiletries	6.9	9.2
Food	2.7	7.9
Major household items	5.8	5.4
Industrial goods		
Automotive parts & accessories	2.1	5.4
Building materials	2.4	3.9
Chemicals & petroleum	3.1	3.9
Computers	2.9	6.2
Containers, packaging materials, & paper	1.1	1.5
Electrical equipment	5.4	4.3
Electronics	4.2	4.8
Fabricated metals (heavy)	1.9	3.6
Fabricated metals (light)	6.4	5.8
Fabrics & apparel	4.5	3.8
Iron & steel	1.8	2.5
Machinery (heavy)	5.8	5.7
Machinery (light)	8.5	7.2
Office & educational equipment	10.4	13.8
Printing & publishing	7.0	10.0
Rubber, plastics & leather	4.3	3.1

Note: Selling expenses cover cost of median compensation of salespeople and sales management, travel, lodging, meals and entertainment, advertising, and promotion. One of the major difficulties encountered in gathering such information is that wide differences exist between companies in the definition of selling expenses and the costs included in such figures. In addition, some of the differences between years reflect changes in the organizations that reported data.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

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TABLE III-6

Alternative sales compensation and incentive plans

Method	% Of Companies Using Plans: All Industries 1985	All Industries 1984	Consumer Products 1985	Industrial Products 1985	Other Commerce/ Industry 1985
Straight salary	**17.4%**	17.1%	9.3%	14.1%	30.4%
Draw against commission	**6.5**	6.8	7.5	6.0	7.0
Salary plus commission	**30.7**	29.0	22.4	35.8	23.4
Salary plus individual bonus	**33.7**	33.6	45.8	32.5	29.3
Salary plus group bonus	**2.7**	2.3	4.7	2.1	2.9
Salary plus commission plus bonus	**9.0**	11.2	10.3	9.5	7.0
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Note: Some year-to-year differences reflect changes in the organizations reporting data.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE III-7

Starting salaries of trainees with college degrees

Functional Area	Average Annual Salary 1985	1984	% Change 1985–84
Bachelor's Degree			
Sales-nontechnical degree	$19,116	$18,300	+ 4.5%
Sales-technical degree	26,004	23,484	+10.7
M.B.A. Candidates			
Business administration, industrial management, or commerce			
With nontechnical undergraduate degree[1]	$28,584	$28,500	+ 0.29%
With technical undergraduate degree	30,444	30,492	− 0.16

[1]Less than one year full-time, nonmilitary employment.
Note: The salary survey is a study of beginning salary offers made to graduating students during the recruiting period September through June. The salary survey reports offers, not acceptances, with no limit on the number of offers per student. The data are submitted by 187 placement offices throughout the U.S.
Source: College Placement Council, *Salary Survey—a Study of 1984–85 Beginning Offers*, © 1985.

TABLE III-8

Starting salaries of college graduates to be hired

Field	Class Of 1986	Class Of 1985	% Change 1985–1986
Bachelor's Degree			
Sales-marketing	$20,688	$20,616	+0.35%
Business administration	21,324	19,896	+7.2
M.B.A. Degree			
With technical B.S.	$28,944	$31,800	−9.9
With nontechnical B.A.	31,548	30,348	+3.9

Note: Salaries shown are what companies offered, not what they actually paid.
Source: Northwestern University Placement Center, *The Endicott Report 1986*; ©1986.

TABLE III-9

Salary statistics for M.B.A. graduates entering marketing

Field	Range	Average
Sales	$27,960–$48,000	$34,851
Marketing research	25,000–42,300	34,633
Brand or product management	25,000–50,000	39,046
Marketing services	28,000–43,000	36,949

Note: The survey sample includes graduates with 2–4 years experience prior to receiving their M.B.A.
Source: *1985 MBA Placement Survey*, Wharton Graduate School, Univ. of Pennsylvania.

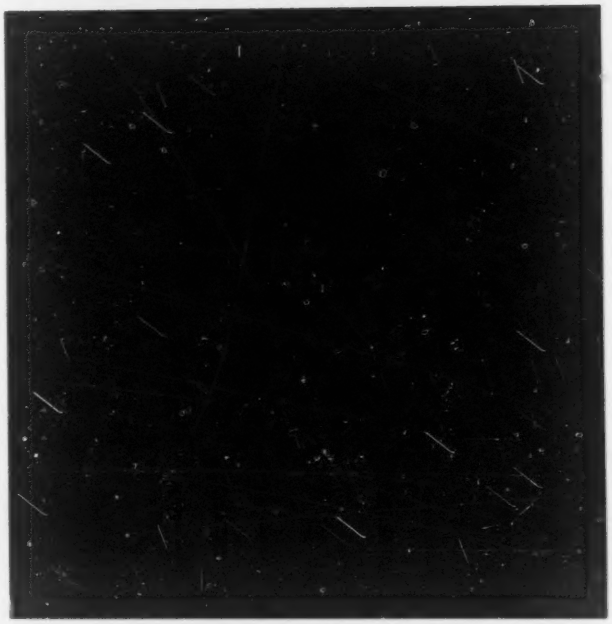
TABLE III-10

Manufacturers' representatives' commissions

Product Market	1985 % Of Commission Paid High	Average	Low
Abrasives	11.42%	9.04%	6.67%
Advertising Products & Services	24.23	16.17	8.11
Aerospace & Aviation	9.73	7.44	5.15
Agriculture/Chemicals	13.37	10.24	7.12
Agriculture/Equipment & Machinery	8.68	7.02	5.42
Appliances	6.21	5.21	4.21
Architects & Interior Designers	16.29	11.33	6.37
Arts & Crafts	11.13	8.33	5.54
Automotive/Aftermarket	9.88	7.32	4.77
Automotive/OEM	6.31	5.15	4.00
Beauty Salon & Barber Equipment & Supplies	12.33	9.83	6.33
Building Materials & Supplies	10.68	7.65	4.62
Castings & Forgings	6.05	5.27	4.49
Chemicals/Industrial	14.14	11.57	9.00
Chemicals/Maintenance	20.88	15.83	10.79
Coatings	14.02	10.60	7.19
Computer/Hardware, Software & Peripheral Equipment & Supplies	13.13	9.99	6.85
Construction Equipment & Machinery	12.68	9.57	6.47
Controls & Instrumentation	18.14	13.58	9.03
Electrical/Consumer	6.70	5.64	4.58
Electrical/Technical & Industrial	12.60	9.53	6.46
Electronic/Communications, Audio-Visual & Professional Products	10.38	8.46	6.54
Electronic/Components & Materials	8.40	6.68	4.97
Electronic/Consumer Products	6.53	5.14	3.76
Electronic/Technical Products	12.16	9.61	7.07
Energy	16.14	11.79	7.45
Fasteners	7.46	6.34	5.22
Food/Chemicals	22.50	15.62	8.75
Food/Processing	13.47	9.98	6.50
Food/Products & Services	16.00	15.00	14.00
Food Service & Equipment	11.05	8.75	6.45
Furniture & Furnishings	11.86	8.75	5.65
Gas, Oil & Petroleum Products & Services	15.02	10.89	6.77
Glass Industry/Raw Materials & Products	9.33	7.99	6.66
Government	9.79	7.33	4.87
Graphics/Printing	13.97	10.54	7.11
Hardware/Houseware	9.38	7.13	4.89
Heating, Ventilation, Air Conditioning	15.56	11.10	6.64
Heavy Duty Truck-Trailer Equipment	8.82	6.99	5.17
Home Improvement	8.10	6.46	4.82
Import-Export	11.82	8.83	5.85
Industrial Equipment & Machinery	16.05	11.53	7.02
Industrial Supplies	13.80	10.29	6.78
Lubricants	13.50%	11.25%	9.01%
Lumber Industry	6.38	5.05	3.73
Machining Services	7.57	6.33	5.10
Maintenance Supplies	17.25	13.87	10.50
Marine	12.83	9.81	6.79
Material Handling	13.85	10.34	6.84
Medical Supplies & Services	18.18	13.25	8.33
Metals/Processing, Assemblies & Products	7.61	6.22	4.83
Metals/Raw Materials	6.66	5.04	3.42
Mining	12.77	9.41	6.05
Mobile Homes, Accessories & Supplies	7.75	6.35	4.95
Nursery/Florist	10.00	7.45	4.91
Office Supplies & Equipment	13.78	9.89	6.00
Optical Supplies	9.71	8.42	7.14
Packaging & Plastics	8.79	7.26	5.73
Paints & Varnishes	11.08	8.54	6.01
Paper Industry	15.00	11.16	7.32
Photographic Supplies	13.85	10.46	7.07
Plastics	7.51	6.18	4.86
Plumbing	10.54	7.77	5.01
Pollution Products & Services	16.88	12.04	7.21
Power Transmission	10.98	8.12	5.26
Process Equipment	16.67	11.73	6.79
Pumps	17.25	12.96	8.67
Recreational Vehicle/Aftermarket & OEM	8.86	6.98	5.10
Refractories	15.18	11.36	7.54
Retail Consumer Products & Services	11.88	8.48	5.08
Robotics	12.39	10.27	8.16
Rubber Products	7.00	5.92	4.84
Safety, Emergency & Security Products	13.39	10.95	8.51
Scientific Research Equipment & Supplies	20.70	14.85	9.00
Screw Machine Products	6.20	5.45	4.70
Sporting Goods Supplies & Accessories	10.97	8.13	5.29
Stampings	5.85	5.20	4.56
Steel Mills & Foundries	8.12	6.52	4.93
Textile/Apparel Trade	8.37	7.12	5.87
Textile/Carpet, Drapery & Related Materials	6.66	4.33	2.00
Textile/Industrial	6.65	6.01	5.38
Toys, Gifts & Novelties	12.82	9.33	5.85
Transportation	6.33	5.49	4.66
Tubing	6.84	5.64	4.44
Utilities	14.69	10.94	7.19
Veterinary	13.37	8.93	4.50
Water Treatment Equipment & Products	15.30	11.66	8.03
Welding	8.70	7.07	5.45

Source: Manufacturers' Agents National Assn., *1985 Survey of Sales Commissions.*

Sales meetings and sales training



Step-by-step sequence in preparing a sales meeting budget

Using information from *S&MM's Survey of Selling Costs*, a marketer can get a more reliable fix on the costs of a sales meeting. In the hypothetical example used here, a two-day divisional meeting is planned for Denver. Of the 48 people who will attend, 43 will arrive from out of town the evening before the meeting starts.

Hotel Costs	1. City (Denver)	2. No. of Meeting Participants	3. No. of Times Cost Is Incurred	4. Cost Per Person	11. Total Cost Per Meeting
5. Lodging	$80.00	48	91	$86.96	$ 7,913
6. Meals					
Breakfast	7.95	48	96	7.95	763
Lunch	9.95	48	96	9.95	955
Dinner	17.00	53	53	17.00	901
7. Coffee breaks	5.05	48	144	5.05	727
8. Cocktail party	17.25	53	53	8.65	458
9. Meeting room					—
10. Hospitality-suite rental					—
12. Subtotal (hotel costs)					**$11,717**
Supplementary costs					
13. Audiovisual rental					$ 288
14. Meals away from hotel					706
15. Transportation from airport to meeting site					530
16. Automobile rental					—
17. Transportation to and from meeting city					8,150
18. Entertainment, printed materials, handouts, etc.					1,295
19. Subtotal (supplementary costs)					**$10,969**
20. Grand Total					**$22,686**
21. Number of Participants					48
22. Average cost per participant					**$ 473**

Hotel costs

1. According to Table IV-4: Sales Meeting Costs (page 69), median group lodging rates range from $55 to $110 for a single room. For budget purposes, the sales manager plans to use a hotel that charges no more than $80 daily (Column 1, Line 5).
2. He enters the number of meeting participants who will attend each function in items 5 thru 8.
3. The 43 people arriving the night before will need lodging for two nights, the other 5 only one night, so the number of times the lodging cost is incurred comes to 91 (Column 3, line 5).
4. Table II-3: Meal and Lodging Tax Rates (page 52) indicates that Denver has a 8.7% room tax, which brings the cost per person to $86.96.
5. Multiplying this figure by the figure in column 3 results in a total lodging cost of $7,913 (Column 11, Line 5).
6. Referring again to Table IV-4, he enters the cost of group meals in Column 1, Line 6: Breakfast, $7.95, Lunch, $9.95, and Dinner, $17.00. The two-day meeting will require two breakfasts and two lunches so the number of times those individual costs are incurred comes to 96. Multiplying that figure by each meal cost results in a total breakfast cost of $763, and a total lunch cost of $955. A reception and dinner will be held in the hotel at the end of the first day, and 5 people from top management will attend as guest speakers, bringing the number of attendees to 53. Multiplying that number by the meal cost results in a total dinner cost of $901.
7. The meeting will end early the afternoon of the second day so only three coffee breaks are planned (Column 3, Line 7).
8. Although the median rate for a 2-hour reception is $17.25 (as indicated in Table IV-4), the sales manager plans only a 1-hour function and cuts the cost in half to $8.65 (Column 4, Line 8).
9. Because he has reserved sleeping rooms and will have sizable meal functions, the sales manager knows that the hotel will waive meeting room charges.
10. The same applies to hospitality-suite rental.
11. The total cost for each function is derived by multiplying the cost of each function by the number of times the cost will be incurred (Column 11).
12. Adding the functional costs in Column 11 results in a total hotel cost of $9,785.

Supplementary costs

13. The sales manager would have no audiovisual rental cost because he will use the overhead projector and screen normally furnished by hotels; however, he plans to rent a large TV screen and player for entertainment during the dinner function and he determines from Table V-5 (page 102) that he can expect to pay about $288 for this equipment (Line 13).
14. Dinner costs will have to be allowed for the 43 attendees arriving on the night before the meeting. Table II-1: Metro Sales Costs (page 36) shows that a dinner in Denver costs about $15.40. Table II-3 shows that Denver adds a 6.7% tax to meals, which brings the cost per person to $16.43. Multiplying this figure by 43 results in a $706 cost for meals away from the hotel (Line 14).
15. The taxi fare from airport to downtown, also found in Table II-1, indicates that the total cost for this item will come to $530 (Line 15).
16. The attendees will spend all their time at the meeting, hence there will be no need for auto rentals (Line 16).
17. The traffic department tells the sales manager that air coach fares for flying the 43 out-of-towners to Denver will aggregate $8,150. (Line 17).
18. The cost for transparencies, printed workshop materials, and the like is budgeted at $1,295 (Line 18).
19. Adding up the various supplementary items results in a subtotal of $10,969 (Line 19).
20. Combining hotel and supplementary costs provides a grand total of $22,686 (Line 20).
21. The number of participants is 48.
22. Dividing grand total costs by 48 results in an average cost per participant of $473 (Line 22). If this same procedure is followed for calculating the per-participant cost of other candidate cities, the sales manager will learn which location is a more economical choice.

TABLE IV-1

Average cost of sales training per salesperson

Type Of Company	Training Cost* Including Salary 1985	1984	% Change 1984–85	Median Training Period (Weeks) 1985	1984
Industrial products	**$26,670**	$25,700	3.8%	17	18
Consumer products	**18,560**	17,810	4.2	20	18
Services**	**19,320**	18,100	6.7	13	13

*In addition to salary, covers such items as instructional materials prepared, purchased, and rented for training program; transportation and living expenses incurred during training course; instructional staff; outside seminars and courses; and management time spent with salesperson when it is a part of the training budget.

**Includes insurance, financial, utilities, transportation, retail stores, etc.

TABLE IV-2

Sites most frequently used for sales training

Location	% Of Companies Conducting Training At This Location: Industrial Products	Consumer Products	Services*	Median Length of Training Time At This Location: Industrial Products	Consumer Products	Services*
Home office	67%	63%	58%	4 wk.	2 wk.	4 wk.
Field office	78	75	50	4 wk.	8 wk.	8 wk.
Regional office	56	38	45	6 wk.	2 wk.	3 wk.
Plant locations	22	13	0	2 wk.	1 wk.	0 wk.
Central training facility (away from home office)	33	13	18	2 wk.	2 wk.	2 wk.
Noncompany site (hotel, restaurant, club)	0	13	28	0 wk.	1 wk.	1 wk.

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Note: Length of time should not necessarily be considered cumulative because not all training programs include all locations.

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TABLE IV-3

Length of training period for new salespeople

Time Period	Type Of Company: Industrial Products 1985	1984	Consumer Products 1985	1984	Service* 1985	1984
0 to 6 wk.	27%	35%	22%	31%	27%	35%
Over 6 wk. to 3 mo.	18	20	33	51	10	12
Over 3 mo. to 6 mo.	37	40	45	18	36	30
Over 6 mo. to 12 mo.	9	5	0	0	27	23
Over 12 mo.	9	0	0	0	0	0
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Median Training Period (wk.)	**17**	**18**	**20**	**18**	**13**	**13**

*Includes insurance, financial, utilities, transportation, retail stores, etc.
Source: Sales and Marketing Management survey.

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Atlantic City, NJ	*Low:* Median $61.50 Range $40.00–$95.00 *High:* Median $86.50 Range $65.00–$125.00	*Low:* Median $61.50 Range $40.00–$95.00 *High:* Median $86.50 Range $65.00–$125.00	B—Median $10.20 Range $5.50–$15.50 L—Median $14.50 Range $9.45–$20.15 D—Median $31.60 Range $18.10–$57.50	Median $3.55 Range $2.90–$9.80	Median $150.00 Range $100.00–$200.00	Median $37.40 Range $23.00–$51.75	For 25: $100.00 For 50: $175.00 For 75: $250.00 For 100: $300.00
Atlanta, GA	*Low:* Median $70.00 Range $60.00–$92.00 *High:* Median $88.50 Range $70.00–$125.00	*Low:* Median $82.50 Range $70.00–$116.00 *High:* Median $103.50 Range $80.00–$150.00	B—Median $8.90 Range $5.75–$17.25 L—Median $10.65 Range $8.05–$16.10 D—Median $17.55 Range $11.50–$27.60	Median $3.30 Range $2.90–$4.60	Median $192.50 Range $100.00–$300.00	Median $19.00 Range $9.20–$34.50	For 25: $110.00 For 50: $150.00 For 75: $200.00 For 100: $260.00
Boston, MA	*Low:* Median $108.00 Range $70.00–$115.00 *High:* Median $145.00 Range $96.00–$150.00	*Low:* Median $123.00 Range $90.00–$135.00 *High:* Median $145.00 Range $96.00–$170.00	B—Median $10.35 Range $9.80–$13.25 L—Median $17.25 Range $9.80–$21.85 D—Median $23.00 Range $18.40–$40.25	Median $3.15 Range $1.70–$4.30	Median $275.00 Range $200.00–$700.00	Median $20.10 Range $11.50–$26.45	For 25: $200.00 For 50: $300.00 For 75: $500.00 For 100: $600.00
Chicago, IL	*Low:* Median $73.50 Range $59.00–$130.00 *High:* Median $95.00 Range $82.00–$140.00	*Low:* Median $83.50 Range $69.00–$145.00 *High:* Median $105.00 Range $92.00–$155.00	B—Median $8.90 Range $5.75–$13.25 L—Median $11.95 Range $10.35–$28.75 D—Median $17.85 Range $12.75–$34.50	Median $3.15 Range $2.30–$4.00	Median $187.50 Range $125.00–$250.00	Median $17.25 Range $11.50–$23.00	For 25: $125.00 For 50: $200.00 For 75: $250.00 For 100: $400.00

DEFINITIONS—**Lodging:** Rates are shown for two types of accommodations, economy (low) and premium (high). The median rate is the figure that has an equal number of responses above and below it. Preferred rates are often available if the group guarantees a specific number of rooms. **Food and beverage:** Tax and tips included in median costs. **B**--Breakfast typically includes fruit or juice, entrée, rolls/toast/sweet rolls, and beverage. **L** and **D**—Lunch or dinner typically includes appetizer, salad, entrée, two vegetables or potato and a vegetable, roll, butter, dessert, and beverage. Buffet meals, cold plates, and sandwich menus are often available at approximately the same costs at noon. **Hospitality functions:** Groups are not always charged for a hospitality suite if the hotel provides liquor and hors d'oeuvres. **Meeting rooms:** There is generally no meeting-room charge if a specific number of sleeping rooms are required or if a group meal is included with the meeting.

Source: Sales and Marketing Management survey.

TABLE IV-4 **Sales meeting costs**

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Cleveland, OH	*Low:* Median $60.50 Range $45.00–$75.00 *High:* Median $71.50 Range $51.00–$85.00	*Low:* Median $72.50 Range $45.00–$90.00 *High:* Median $86.00 Range $60.00–$95.00	B—Median $9.50 Range $4.60–$13.80 L—Median $14.10 Range $8.05–$23.00 D—Median $21.55 Range $11.50–$34.50	Median $2.70 Range $1.75–$4.60	Median $250.00 Range $175.00–$400.00	Median $18.40 Range $11.45–$28.75	For 25: $100.00 For 50: $175.00 For 75: $225.00 For 100: $250.00
Dallas, TX	*Low:* Median $66.00 Range $46.00–$99.00 *High:* Median $88.50 Range $46.00–$125.00	*Low:* Median $76.00 Range $56.00–$114.00 *High:* Median $105.50 Range $56.00–$140.00	B—Median $9.40 Range $4.30–$28.75 L—Median $13.20 Range $8.00–$28.75 D—Median $21.85 Range $10.35–$69.00	Median $4.40 Range $2.30–$5.75	Median $215.00 Range $100.00–$425.00	Median $23.00 Range $17.25–$40.25	For 25: $150.00 For 50: $165.00 For 75: $200.00 For 100: $375.00
Denver, CO	*Low:* Median $64.00 Range $55.00–$94.00 *High:* Median $90.50 Range $63.00–$110.00	*Low:* Median $71.50 Range $61.00–$114.00 *High:* Median $103.50 Range $63.00–$125.00	B—Median $7.95 Range $6.30–$12.35 L—Median $9.95 Range $8.40–$20.15 D—Median $17.00 Range $12.65–$40.25	Median $5.05 Range $4.00–$5.75	Median $150.00 Range $100.00–$300.00	Median $17.25 Range $11.50–$28.75	For 25: $150.00 For 50: $200.00 For 75: $200.00 For 100: $350.00
Detroit, MI	*Low:* Median $94.00 Range $45.00–$95.00 *High:* Median $109.00 Range $65.00–$109.00	*Low:* Median $94.00 Range $45.00–$105.00 *High:* Median $109.00 Range $72.00–$119.00	B—Median $9.20 Range $6.90–$11.50 L—Median $12.10 Range $9.20–$14.95 D—Median $18.40 Range $12.10–$30.20	Median $2.90 Range $2.30–$6.05	Median $255.00 Range $125.00–$350.00	Median $16.10 Range $11.50–$21.30	For 25: $210.00 For 50: $210.00 For 75: $300.00 For 100: $350.00
Honolulu, HI	*Low:* Median $65.00 Range $47.50–$115.00 *High:* Median $91.00 Range $65.00–$125.00	*Low:* Median $65.00 Range $47.50–$115.00 *High:* Median $91.00 Range $65.00–$125.00	B—Median $8.90 Range $7.50–$15.50 L—Median $12.65 Range $8.60–$17.70 D—Median $24.75 Range $14.95–$34.50	Median $5.15 Range $4.90–$5.75	Median $190.00 Range $180.00–$200.00	Median $36.80 Range $25.20–$47.15	For 25: $100.00 For 50: $190.00 For 75: $260.00 For 100: $400.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Houston, TX	*Low:* Median $50.00 Range $40.00–$110.00 *High:* Median $50.00 Range $45.00–$160.00	*Low:* Median $55.00 Range $45.00–$130.00 *High:* Median $55.00 Range $50.00–$180.00	B—Median $6.05 Range $5.45–$11.50 L—Median $9.20 Range $8.35–$29.90 D—Median $13.25 Range $9.50–$42.55	Median $3.75 Range $1.75–$6.90	Median $150.00 Range $75.00–$250.00	Median $13.80 Range $8.60–$57.50	For 25: $115.00 For 50: $115.00 For 75: $200.00 For 100: $300.00
Indianapolis, IN	*Low:* Median $42.50 Range $33.00–$60.00 *High:* Median $75.00 Range $60.00–$115.00	*Low:* Median $48.00 Range $38.00–$60.00 *High:* Median $75.00 Range $65.00–$115.00	B—Median $6.90 Range $5.75–$11.50 L—Median $8.85 Range $5.75–$11.50 D—Median $12.90 Range $9.20–$28.75	Median $2.60 Range $1.75–$2.90	Median $225.00 Range $45.00–$300.00	Median $15.50 Range $11.50–$23.00	For 25: $115.00 For 50: $155.00 For 75: $190.00 For 100: $325.00
Las Vegas, NV	*Low:* Median $60.00 Range $55.00–$68.00 *High:* Median $76.50 Range $55.00–$78.00	*Low:* Median $60.00 Range $55.00–$68.00 *High:* Median $76.50 Range $55.00–$78.00	B—Median $11.20 Range $5.75–$13.80 L—Median $12.35 Range $7.20–$18.40 D—Median $24.15 Range $11.50–$34.50	Median $4.60 Range $4.60–$5.45	Median $245.00 Range $195.00–$295.00	Median $52.90 Range $34.50–$59.60	For 25: $ 75.00 For 50: $100.00 For 75: $150.00 For 100: $215.00
Los Angeles, CA	*Low:* Median $73.50 Range $41.00–$124.00 *High:* Median $92.00 Range $60.00–$165.00	*Low:* Median $85.50 Range $66.00–$144.00 *High:* Median $103.00 Range $76.00–$185.00	B—Median $10.35 Range $5.75–$18.40 L—Median $14.65 Range $10.35–$21.85 D—Median $23.60 Range $12.63–$36.80	Median $3.15 Range $2.90–$6.90	Median $137.00 Range $100.00–$200.00	Median $17.25 Range $9.20–$28.75	For 25: $175.00 For 50: $225.00 For 75: $250.00 For 100: $400.00
Miami, FL	*Low:* Median $40.00 Range $37.00–$65.00 *High:* Median $55.00 Range $50.00–$85.00	*Low:* Median $50.00 Range $37.00–$75.00 *High:* Median $60.00 Range $50.00–$95.00	B—Median $8.05 Range $4.90–$11.80 L—Median $8.65 Range $5.75–$20.70 D—Median $22.15 Range $9.20–$48.30	Median $4.75 Range $2.60–$6.90	Median $120.00 Range $70.00–$235.00	Median $20.00 Range $15.00–$25.00	For 25: $100.00 For 50: $200.00 For 75: $250.00 For 100: $300.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Milwaukee, WI	*Low:* Median $46.00 Range $45.00–$57.00 *High:* Median $56.00 Range $47.00–$68.00	*Low:* Median $55.00 Range $45.00–$68.00 *High:* Median $64.50 Range $48.00–$79.00	B—Median $7.20 Range $3.75–$10.90 L—Median $9.10 Range $6.05–$17.25 D—Median $15.25 Range $9.20–$20.70	Median $2.30 Range $1.70–$3.75	Median $87.50 Range $50.00–$170.00	Median $17.25 Range $11.50–$28.75	For 25: $ 75.00 For 50: $100.00 For 75: $150.00 For 100: $175.00
Minneapolis, MN	*Low:* Median $65.00 Range $50.00–$80.00 *High:* Median $95.00 Range $85.00–$115.00	*Low:* Median $77.00 Range $74.00–$85.00 *High:* Median $109.00 Range $95.00–$120.00	B—Median $9.20 Range $5.75–$12.65 L—Median $14.40 Range $9.20–$29.90 D—Median $23.60 Range $15.50–$34.50	Median $3.15 Range $2.00–$3.75	Median $227.50 Range $125.00–$330.00	Median $12.65 Range $8.05–$23.00	For 25: $200.00 For 50: $250.00 For 75: $300.00 For 100: $300.00

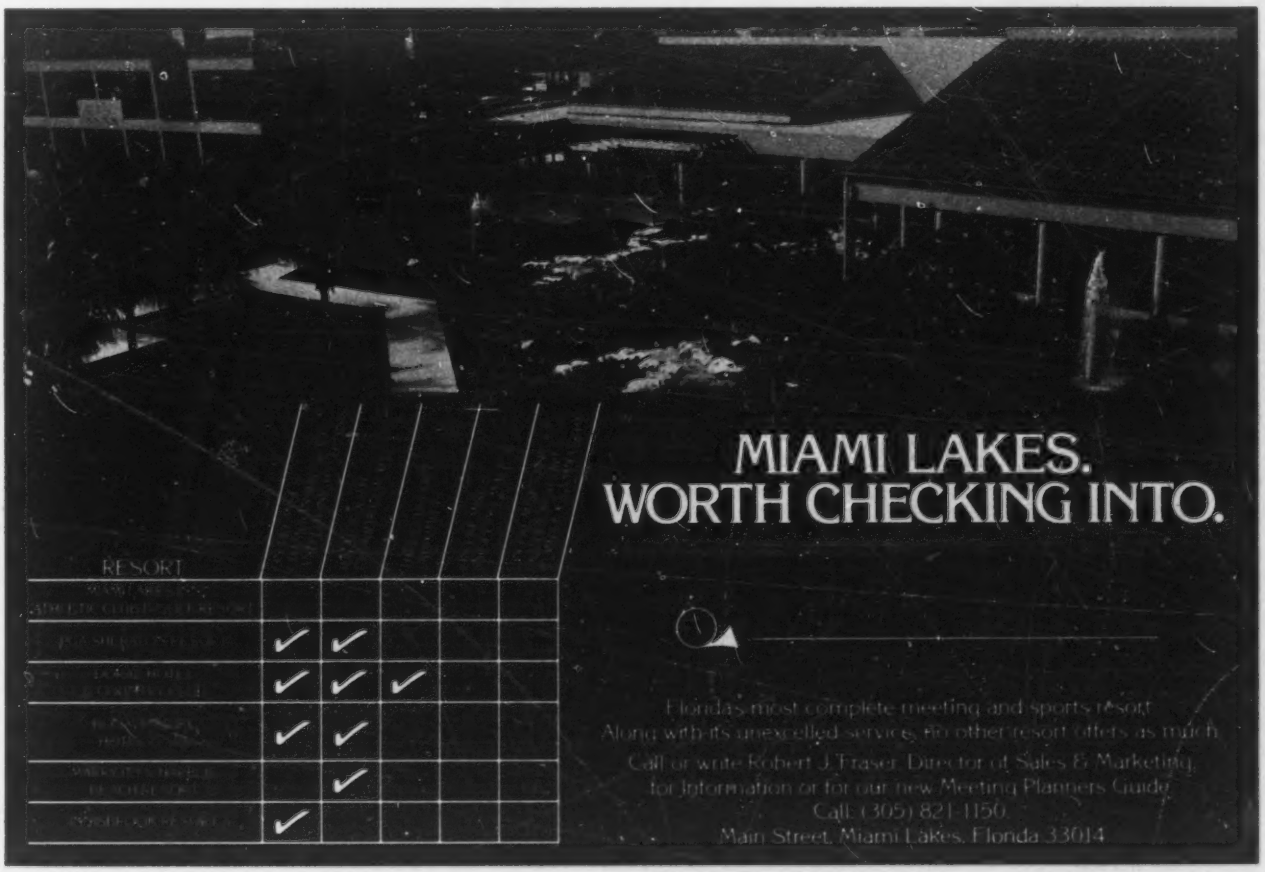
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TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
New Orleans, LA	*Low:* Median $69.00 Range $55.00–$104.00 *High:* Median $115.00 Range $88.00–$124.00	*Low:* Median $85.00 Range $65.00–$124.00 *High:* Median $135.00 Range $98.00–$144.00	B—Median $11.80 Range $5.75–$17.25 L—Median $17.25 Range $6.90–$23.00 D—Median $26.45 Range $8.05–$34.50	Median $4.90 Range $4.00–$5.75	Median $350.00 Range $225.00–$475.00	Median $33.00 Range $20.70–$33.95	For 25: $100.00 For 50: $130.00 For 75: $150.00 For 100: $200.00
New York, NY	*Low:* Median $85.00 Range $55.00–$120.00 *High:* Median $108.00 Range $85.00–$150.00	*Low:* Median $100.00 Range $65.00–$140.00 *High:* Median $118.00 Range $100.00–$170.00	B—Median $15.80 Range $5.75–$24.15 L—Median $25.75 Range $12.65–$33.35 D—Median $28.45 Range $19.55–$50.00	Median $4.90 Range $2.90–$6.90	Median $212.50 Range $175.00–$250.00	Median $29.30 Range $21.35–$50.00	For 25: $175.00 For 50: $225.00 For 75: $400.00 For 100: $450.00
Oakland, CA	*Low:* Median $71.50 Range $59.00–$84.00 *High:* Median $87.50 Range $84.00–$109.00	*Low:* Median $81.50 Range $69.00–$94.00 *High:* Median $97.50 Range $94.00–$121.00	B—Median $8.75 Range $4.90–$14.65 L—Median $15.35 Range $7.50–$20.15 D—Median $23.00 Range $17.25–$37.40	Median $3.45 Range $2.85–$4.90	Median $175.00 Range $90.00–$275.00	Median $22.15 Range $11.50–$25.90	For 25: $135.00 For 50: $165.00 For 75: $250.00 For 100: $350.00
Orlando, FL	*Low:* Median $54.00 Range $45.00–$68.00 *High:* Median $60.00 Range $54.00–$68.00	*Low:* Median $55.00 Range $54.00–$78.00 *High:* Median $65.00 Range $54.00–$78.00	B—Median $7.00 Range $5.15–$9.20 L—Median $11.05 Range $7.75–$17.85 D—Median $15.50 Range $9.15–$29.60	Median $2.60 Range $2.30–$5.20	Median $87.50 Range $75.00–$100.00	Median $29.90 Range $6.90–$55.20	For 25: $100.00 For 50: $115.00 For 75: $200.00 For 100: $250.00
Philadelphia, PA	*Low:* Median $55.00 Range $49.00–$79.00 *High:* Median $65.00 Range $55.00–$119.00	*Low:* Median $65.00 Range $57.00–$89.00 *High:* Median $73.00 Range $65.00–$129.00	B—Median $9.20 Range $3.45–$13.50 L—Median $13.20 Range $5.15–$20.70 D—Median $21.85 Range $9.80–$40.25	Median $2.85 Range $2.30–$3.45	Median $225.00 Range $80.00–$275.00	Median $21.55 Range $17.25–$23.00	For 25: $150.00 For 50: $225.00 For 75: $265.00 For 100: $375.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Phoenix-Scottsdale, AZ	*Low:* Median $70.00 Range $35.00–$109.00 *High:* Median $104.00 Range $75.00–$140.00	*Low:* Median $77.50 Range $35.00–$109.00 *High:* Median $115.00 Range $85.00–$140.00	B—Median $6.90 Range $4.60–$12.65 L—Median $9.80 Range $7.20–$16.70 D—Median $14.60 Range $10.35–$29.90	Median $2.85 Range $2.30–$3.75	Median $105.00 Range $50.00–$450.00	Median $21.30 Range $16.10–$27.60	For 25: $100.00 For 50: $115.00 For 75: $125.00 For 100: $150.00
Pittsburgh, PA	*Low:* Median $57.50 Range $55.00–$85.00 *High:* Median $68.00 Range $55.00–$85.00	*Low:* Median $63.00 Range $60.00–$110.00 *High:* Median $74.00 Range $60.00–$110.00	B—Median $7.75 Range $4.00–$11.50 L—Median $9.20 Range $5.20–$17.75 D—Median $18.10 Range $8.05–$25.90	Median $2.25 Range $2.00–$6.30	Median $107.00 Range $75.00–$150.00	Median $17.25 Range $9.20–$31.90	For 25: $ 62.50 For 50: $100.00 For 75: $300.00 For 100: $400.00
Reno, NV	*Low:* Median $45.00 Range $30.00–$49.00 *High:* Median $65.00 Range $49.00–$73.00	*Low:* Median $45.00 Range $35.00–$49.00 *High:* Median $65.00 Range $54.00–$73.00	B—Median $9.20 Range $4.30–$13.80 L—Median $11.35 Range $6.90–$14.40 D—Median $21.55 Range $11.85–$42.55	Median $2.70 Range $2.30–$5.70	Median $110.00 Range $100.00–$450.00	Median $33.30 Range $17.25–$55.80	For 25: $ 75.00 For 50: $100.00 For 75: $200.00 For 100: $200.00
St. Louis, MO	*Low:* Median $65.00 Range $65.00–$67.00 *High:* Median $70.00 Range $67.00–$77.00	*Low:* Median $75.00 Range $69.00–$81.00 *High:* Median $81.00 Range $80.00–$81.00	B—Median $7.50 Range $4.00–$12.65 L—Median $12.10 Range $6.90–$14.95 D—Median $19.00 Range $12.65–$25.30	Median $2.30 Range $1.60–$4.90	Median $230.00 Range $120.00–$500.00	Median $15.50 Range $6.90–$23.00	For 25: $ 95.00 For 50: $150.00 For 75: $190.00 For 100: $300.00
San Antonio, TX	*Low:* Median $73.00 Range $61.00–$85.00 *High:* Median $100.00 Range $61.00–$125.00	*Low:* Median $82.50 Range $70.00–$95.00 *High:* Median $115.00 Range $70.00–$135.00	B—Median $8.20 Range $5.15–$14.40 L—Median $14.65 Range $8.90–$18.40 D—Median $28.20 Range $12.35–$40.25	Median $2.60 Range $2.40–$5.20	Median $120.00 Range $90.00–$200.00	Median $17.25 Range $14.95–$34.50	For 25: $125.00 For 50: $175.00 For 75: $225.00 For 100: $290.00

TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
San Diego, CA	*Low:* Median $95.00 Range $70.00–$95.00 *High:* Median $105.00 Range $85.00–$155.00	*Low:* Median $95.00 Range $70.00–$115.00 *High:* Median $105.00 Range $85.00–$170.00	B—Median $9.80 Range $8.00–$11.50 L—Median $11.50 Range $9.15–$17.25 D—Median $16.70 Range $12.65–$34.50	Median $3.25 Range $2.25–$5.70	Median $315.00 Range $180.00–$450.00	Median $20.15 Range $19.50–$25.90	For 25: $140.00 For 50: $175.00 For 75: $275.00 For 100: $290.00
San Francisco, CA	*Low:* Median $92.50 Range $48.00–$160.00 *High:* Median $127.50 Range $54.00–$160.00	*Low:* Median $100.50 Range $40.00–$180.00 *High:* Median $147.50 Range $60.00–$180.00	B—Median $13.80 Range $7.50–$25.90 L—Median $16.10 Range $12.65–$27.60 D—Median $25.30 Range $16.10–$44.85	Median $3.75 Range $2.30–$4.00	Median $220.00 Range $125.00–$275.00	Median $22.15 Range $16.70–$31.05	For 25: $100.00 For 50: $225.00 For 75: $400.00 For 100: $500.00

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And they're not alone. They're just two of the thousands of people all over the country who are finally starting to do something about the disease that kills almost 32,000 Americans every year—and afflicts another 38 million. It's high blood pressure. And once you know you've got it, you can usually control it. By following your doctor's advice. By exercising regularly to control weight. By restricting your salt intake. And by sticking to your prescribed medication.
Talk to your doctor today about getting started on a program that will keep you out for blood. And in the running.

WE'RE FIGHTING FOR YOUR LIFE

American Heart Association

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TABLE IV-4 Sales meeting costs

City	Lodging (Group Rates) Daily Room Rates Single	Double	Food And Beverage (Group Rates) Meals (Per Person)	Coffee Break With Rolls (Per Person)	Hospitality Functions Hospitality-Suite Rental	2-Hr. Reception With Hors d'Oeuvres (Per Person)	Meeting Rooms Median Rental
Seattle, WA	*Low:* Median $65.00 Range $55.00–$80.00 *High:* Median $119.00 Range $88.00–$150.00	*Low:* Median $77.50 Range $70.00–$95.00 *High:* Median $126.50 Range $103.00–$150.00	B—Median $7.50 Range $4.00–$12.65 L—Median $12.65 Range $7.90–$24.75 D—Median $20.15 Range $11.50–$41.40	Median $4.15 Range $2.25–$4.90	Median $287.50 Range $250.00–$375.00	Median $18.65 Range $10.10–$29.60	For 25: $ 75.00 For 50: $140.00 For 75: $225.00 For 100: $240.00
Washington, DC	*Low:* Median $89.00 Range $65.00–$105.00 *High:* Median $115.00 Range $110.00–$115.00	*Low:* Median $101.00 Range $85.00–$105.00 *High:* Median $122.00 Range $115.00–$135.00	B—Median $10.50 Range $3.45–$21.30 L—Median $18.10 Range $9.20–$23.00 D—Median $31.35 Range $10.35–$51.75	Median $3.40 Range $2.30–$3.45	Median $275.00 Range $150.00–$425.00	Median $34.50 Range $21.00–$46.00	For 25: $150.00 For 50: $200.00 For 75: $375.00 For 100: $400.00

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TABLE IV-5 Selected conference centers: learning away from it all

Facilities & Rates	**Arrowwood of Westchester** *Rye Brook, NY*	**Cheyenne Mountain Inn** *Colorado Springs, CO*	**Doubletree Inn Conference Ctr.** *St. Louis, MO*	**Dunfey Hyannis Resort and Conference Ctr.** *Hyannis, MA*	**Fort Magruder** *Williamsburg, VA*
Sleeping rooms	276	216 plus 18 suites	223	224	304
Capacity	444	532	350	448	750
Meeting rooms	37	24	28	19	19
Rate/person/day (double occupancy)	$189[2]	$166–$222[2] (conference plan)	$125–$145[2]	$50–$134[1]	$94[1]
Nearest major airport	La Guardia New York City	Colorado Springs	Lambert International St. Louis	Logan International Boston	Norfolk Airport
Driving time from center to airport	40 min.	10 min.	30 min.	1½ hr.	45 min.
Recreation	9-hole golf course, 2 swimming pools, 4 tennis courts (2 indoor, 2 outdoor), health club, sauna, game room, croquet, basketball, racquetball and squash facilities, par jogging course, access to horseback riding, cross country skiing	18-hole PGA Championship course, 35-acre stocked trout lake, complete water sports, 6 outdoor & 10 indoor tennis courts, 2 racquetball courts, 15 squash courts, 3 outdoor & 1 indoor pool, nautilus fitness center, and complete spa.	Access to 2 18-hole golf courses, 2 swimming pools (indoor and outdoor), 8 outdoor tennis courts (4 lighted), 9 indoor tennis courts, 6 racquetball courts, game room, health club, 5 tanning booths, indoor basketball and volleyball, jogging track, indoor driving range/golf swing analysis	18-hole golf course, 2 putting greens, 2 swimming pools (indoor and outdoor), 2 tennis courts, 2 health clubs, men's and women's sauna, jacuzzi, roman bath, game room, sightseeing tours, access to horseback riding, childrens' programs	Outdoor swimming pool, 2 lighted tennis courts, 2 saunas (men's and women's), whirlpool, exercise room, game room

Facilities & Rates	**The Harrison Inn and Conference Ctr. at Heritage Village** *Southbury, CT*	**Hudson River Conference Ctr.** *Ossining, NY*	**Las Colinas Inn** *Irving, TX*	**Holiday Inn Executive Conference Ctr.** *Memphis, TN*	**The Houstonian Hotel & Club** *Houston, TX*
Sleeping rooms	121	149	315	177	246
Capacity	225	215	355	300	450
Meeting rooms	20	34	26	25	32
Rate/person/day (double occupancy)	$175[2]	$150	$192[1] (conference plan)	$93[2]	$85–$118[2]
Nearest major airport	La Guardia New York City	La Guardia New York City	Dallas/ Fort Worth	Memphis International	Houston Intercontinental
Driving time from center to airport	1½ hr.	1 hr.	10 min.	25 min.	30 min.
Recreation	Access to 9- and 18-hole golf courses, outdoor swimming pool, 2 lighted tennis courts, volleyball, health club, sauna, whirlpool, jacuzzi, game room with billiards, access to skiing, ice skating, and horse back riding	Indoor pool, whirlpool, sauna, tennis courts, volley ball, 2 racquetball courts, and golf nearby	18-hole TPC Championship golf course (home of Byron Nelson), 4 indoor & 9 outdoor tennis courts, 7 racquetball courts, 2 squash courts, 2 outdoor & 1 indoor pool, indoor/outdoor running track, spa & health facilities	18-hole golf course, outdoor swimming pool, 2 lighted tennis courts, health club, sauna, game room, basketball, volleyball, fishing, bicycling, hiking, jogging paths, horseshoes, exercise room, aerobics class	Access to 18-hole golf course, 3 outdoor swimming pools, 5 lighted tennis courts, health club, sauna, 8 racquetball courts, running tracks, basketball, volleyball, weight facilities

[1]European plan.
[2]Full American plan.

Source: Sales and Marketing Management survey

TABLE IV-5 Selected conference centers: learning away from it all

Facilities & Rates	**Indigo Lakes Conference Ctr.** *Daytona Beach, FL*	**James L. Knight Conference Ctr.** *Miami, FL*	**Lion Square Lodge & Conference Ctr.** *Vail, CO*	**Peachtree Sheraton Conference Ctr.** *Peachtree City, GA*
Sleeping rooms	212	615	161	252
Capacity	500	5,000	400	600
Meeting rooms	14	37	6	24
Rate/person/day (double occupancy)	$32[1]	$115[1]	$75–$130[1]	$125.85[2]
Nearest major airport	Daytona Airport	Miami International	Denver Airport	Atlanta Hartsfield International
Driving time from center to airport	10 min.	10 min.	2 hr.	25 min.
Recreation	18-hole golf course, putting greens and driving range, outdoor swimming pool, 10 lighted tennis courts, health spa, exercise room, par jogging course, 2 racquetball courts	Outdoor swimming pool, access to golf, tennis, boating, and the beach	Outdoor swimming pool, 3 outdoor hot tubs, 2 saunas, cross-country and down hill skiing, access to 4 golf courses, ice skating, tennis courts, and horseback riding	Access to 27-hole golf course, 2 swimming pools (indoor and outdoor), 3 lighted tennis courts, 2 indoor racquetball courts, 2 saunas (men's & women's), exercise room, jacuzzi, access to jogging courses

Facilities & Rates	**Scanticon-Princeton Executive Ctr. & Hotel** *Princeton, NJ*	**Scottsdale Conference Ctr. & Resort Hotel** *Scottsdale, AZ*	**Sheraton Inn & Conference Ctr.** *Boxborough, MA*	**Woodlands Inn & Country Club** *Woodlands, TX*
Sleeping rooms	300	326	143	268
Capacity	400	740	300	494
Meeting rooms	29	45	14	23
Rate/Person/Day (double occupancy)	$192[2]	$80–$165[2]	$41.50[1]	$80-115[2]
Nearest major airport	Newark International	Phoenix International	Logan International Boston	Houston Intercontinental
Driving time from center to airport	45 min.	25 min.	50 min.	20 min.
Recreation	Access to 9-and 18-hole golf courses, indoor pool, 4 lighted tennis courts, 2 saunas (men's & women's), whirlpool, exercise room, game room, par jogging course, access to ballooning, gliding, river rafting, and horseback riding	2 18-hole golf courses, 2 outdoor swimming pools, 8 tennis courts (8 lighted), 2 health clubs (men's & women's), game room, desert jeep tours, bicycling, access to horseback riding and sailing	2 swimming pools (indoor and outdoor), 2 tennis courts, sauna, cross country skiing, ice skating, jogging trails, volleyball, softball, horseshoes, barbecue areas	3 PGA golf courses, 2 outdoor swimming pools, 17 outdoor tennis courts, 7 indoor tennis courts, men's & women's health club, indoor ice rink, game room

[1]European plan.
[2]Full American plan.
Source: Sales and Marketing Management survey.

TABLE IV-6 Selected airport hotels

Facilities & Rates	Atlanta Marriott Hotel	Boston Logan Airport Hilton	Chicago Sheraton International O'Hare	Cleveland Marriott Inn-Airport	Dallas-Fort Worth Amfac Hotel & Resort	Denver Clarion Hotel	Detroit Marriott Hotel
Sleeping rooms	642	557	492	375	1,450	588	157
Meeting rooms	21	22	27	14	67	24	9
Average group lodging rates	Single: $ 88 Double: $103	Single: $ 91 Double: $111	Single: $85 Double: $95	Single: $80 Double: $80	Single: $ 99–$125 Double: $114–$140	Single: $65–$75 Double: $75–$85	Single: $84 Double: $84
Average group meal rates	B $10.50 L $16.75 D $23.50	B $ 7.20 L $14.40 D $24.00	B $ 9.45 L $14.15 D $21.25	B $ 7.65 L $12.25 D $19.60	B $10.10 L $15.75 D $24.25	B $10.25 L $13.25 D $22.90	B $ 5.95 L $ 8.90 D $14.90
Distance from airport	¼ mi.	At airport	2 mi.	2½ mi.	At airport	¼ mi.	At airport

Facilities & Rates	Houston Marriott Hotel	Kansas City Hilton Airport Plaza Inn	Los Angeles Hilton Towers	Memphis Airport Hilton Inn	Miami Sheraton River House	New York Viscount International Hotel	Philadelphia Airport Marriott Hotel
Sleeping rooms	569	348	1,281	380	408	495	331
Meeting rooms	27	40	44	15	17	12	15
Average group lodging rates	Single: $ 92 Double: $102	Single: $79 Double: $91	Single: $75 Double: $90	Single: $65 Double: $75	Single: $78 Double: $90	Single: $ 85 Double: $105	Single: $89 Double: $94
Average group meal rates	B $ 7.70 L $12.00 D $23.40	B $ 7.20 L $10.75 D $19.15	B $10.90 L $15.80 D $21.90	B $ 8.45 L $ 8.75 D $15.50	B $ 8.75 L $13.70 D $24.30	B $10.00 L $18.75 D $26.90	B $12.10 L $15.80 D $23.00
Distance from airport	At airport	At airport	¾ mi.	1 mi.	¼ mi.	At airport	¼ mi.

Phoenix Sheraton Airport Inn	St. Louis Airport Marriott	San Diego Viscount Hotel
179	602	208
5	41	6
Single: $50 Double: $55	Single: $60–$86 Double: $72–$98	Single: $74 Double: $84
B $ 6.65 L $ 7.60 D $11.00	B $ 8.60 L $14.70 D $19.60	B $ 8.40 L $ 8.75 D $16.90
At airport	At airport	1 mi.

San Francisco Airport Hilton	Seattle Red Lion Sea-Tac	Washington, DC Sheraton Crystal Hotel
540	850	220
30	27	11
Single: $105 Double: $117	Single: $75 Double: $85	Single: $90–$120 Double: $90–$120
B $10.50 L $18.75 D $24.00	B $10.60 L $13.40 D $22.70	B $14.20 L $16.95 D $29.65
At airport	½ mi.	½ mi.

Source: Sales and Marketing Management survey.

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TABLE IV-7 Selected resort hotels: combining learning with luxury

Facilities & Rates	**Boca Raton Hotel & Club** *Boca Raton, FL*	**Broadmoor Hotel** *Colorado Springs, CO*	**Cloister Hotel** *Sea Island, GA*	**Desert Inn** *Las Vegas, NV*	**Doral Country Club** *Miami, FL*
Sleeping rooms	913	560	264	818	650
Meeting rooms	36	36	15	8	33
Average group lodging rates	IN SEASON 1/1–4/29 Single: $230–$315 Double: $250–$315 9/29–12/20 Single: $180–$250 Double: $200–$290 4/30–5/31 Single: $165–$250 Double: $185–$290 OFF SEASON 6/1–9/28 Single: $100–$140 Double: $125–$160	IN SEASON 6/1–9/30 Single: $135–$175 Double: $145–$185 10/1–5/31 Single: $115 Double: $155 OFF SEASON 12/1–3/31 Single: $65–$110 Double: $75–$120	IN SEASON 3/16–5/31 Single: $150–$250 Double: $190–$290 6/1–11/30 Single: $136–$242 Double: $176–$282 2/16–3/15 Single: $128–$190 Double: $168-$230 OFF SEASON 12/1–2/15 Single: $114–$140 Double: $154–$180	IN SEASON 1/1–5/31; 9/1–12/15 Single: $75–$85 Double: $75–$85 OFF SEASON 6/1–8/31 Single: $55–$65 Double: $55–$65	IN SEASON 1/1–3/31 Single: $170 Double: $170 4/1–4/30 Single: $130 Double: $130 SHOULDER SEASON 5/1–5/31 Single: $100 Double: $100 10/1–12/20 Single: $110 Double: $110 OFF SEASON 6/1–9/30 Single: $64 Double: $68
Approximate group meal costs (tax and tip included)	Breakfast and dinner included in rates.	B $10.00 L $15.00 D $29.00	Breakfast, lunch, and dinner included in rates.	B $12.90 L $15.30 D $27.00	B $ 9.50 L $10.20 D $22.50
Recreation:					
Golf	Access to 1 18-hole course Access to 4 other courses	3 18-hole courses	3 18-hole courses	1 18-hole course	5 18-hole courses 1 9-hole course
Swimming	4 outdoor pools, beach	3 outdoor pools	2 outdoor pools, beach	3 outdoor pools 10 hydro-whirl spas	1 outdoor pool
Tennis	22 outdoor courts	16 courts (2 indoor)	18 outdoor courts	10 outdoor courts	15 outdoor courts
Horseback riding	No	Yes	Yes	No	No
Health club	Yes	Yes	No	Yes	Yes
Sauna	Yes	Yes	No	Yes	Yes
Meal plan	Modified American	Modified or Full American	Full American	European, Modified, or Full American	European, Modified, or Full American
Nearest airport	Fort Lauderdale	Colorado Springs Municipal	Brunswick Airport	McCarran International	Miami International
Distance/time from airport	19 mi. 30 min.	12 mi. 15 min.	15 mi. 20 min.	4 mi. 15 min.	6 mi. 10 min.

TABLE IV-7 Selected resort hotels: Combining learning with luxury

Facilities *Rates*	**Greenbrier** *White Sulphur Springs, WV*	**Grenelefe Golf & Tennis Resort** *Grenelefe, FL*	**Grossinger Hotel** *Liberty, NY*	**Halekulani Hotel** *Honolulu, HI*	**Hershey Lodge & Convention Center** *Hershey, PA*
Sleeping rooms	700	700	600	456	456
Meeting rooms	31	40	38	8	27
Average group lodging rates	IN SEASON 4/1–10/31 Single: $200–$264 Double: $230–$294 OFF SEASON 1/1–3/31 Single: $122 Double: $204	IN SEASON 4/1–10/31 Single: $200–$264 Double: $232–$294 OFF SEASON 11/1–3/31 Single: $112–$165 Double: $186–$234	IN SEASON 5/1–6/30 Single: $ 69–$129 Double: $114–$172 7/1–10/31 Single: $ 72–$130 Double: $120–$200 OFF SEASON 1/1–4/30 Single: $61–$115 Double: $98–$154	YEAR–ROUND Single: $185–$215 Double: $185–$215	IN SEASON 5/1–9/30 Single: $86 Double: $90 OFF SEASON 10/1–4/30 Single: $62 Double: $68
Approximate group meal costs (tax and tip included)	Breakfast and dinner included in rates.	Breakfast and dinner included in rates.	Breakfast and dinner included in rates.	B $17.00 L $25.00 D $35.00	B $ 7.90 L $13.30 D $21.80
Recreation:					
Golf	3 18-hole courses	3 18-hole courses	1 18-hole course 1 9-hole course	Access to 2 18-hole courses	Access to 1 18-hole course and 1 9-hold course
Swimming	2 pools (1 outdoor)	4 outdoor pools	3 pools (2 outdoor), beach	outdoor pool, beach	2 pools (1 outdoor)
Tennis	14 outdoor courts (5 indoor)	13 outdoor courts	16 courts (4 indoor)	Access to 10 outdoor courts	4 outdoor courts
Horseback riding	Yes	No	Access to	No	No
Health club	Yes	No	Yes	No	Yes
Sauna	Yes	Yes	Yes	No	Yes
Meal plan	Modified American	Modified and Full American	Full American	European Plan	European, Modified, or Full American
Nearest airport	Greenbrier Valley	Orlando International	Newark	Honolulu International	Harrisburg International
Distance/time from airport	12 mi. 15 min.	45 mi. 50 min.	100 mi. 2 hr.	6 mi. 15 min.	12 mi. 15 min.

	Hilton Hawaiian Village *Honolulu, HI*	Innisbrook *Tarpon Springs, FL*
	2,566	1,000
	26	40
	YEAR–ROUND Single: $80–$150 Double: $80–$150	IN SEASON 2/2–5/3 Single: $125–$130 Double: $125–$130 1/1–2/2; 5/5–6/15 9/15–12/31 Single: $85–$90 Double: $85–$90 OFF SEASON 6/16–9/14 Single: $55–$60 Double: $55–$60
	B $11.50 L $13.00 D $26.00	B $ 9.00 L $10.60 D $35.10
	No	2 18-hole courses and 1 27-hole course
	3 outdoor pools	5 outdoor pools, beach 1 mi.
	No	18 outdoor courts
	No	Access to
	No No	Yes Yes
	European, Modified, or Full American	European, Modified, or Full American
	Honolulu International	Tampa International
	8 mi. 20 min.	20 mi. 25 min.

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TABLE IV-7 Selected resort hotels: Combining learning with luxury

Facilities *Rates*	**Keystone Lodge & Conference Center** *Keystone, CO*	**LaCosta Hotel & Spa** *Carlsbad, CA*	**Loews Ventana Canyon Resort** *Tucson, AZ*	**Maui Marriott Resort** *Maui, HI*	**Olympia Resort & Spa** *Oconomowoc, WI*
Sleeping rooms	1,052	500	392	720	400
Meeting rooms	14	16	27	10	20
Average group lodging rates	IN SEASON 12/24–4/1 Single: $115 Double: $120 6/3–10/7 Single: $81 Double: $86 OFF SEASON 4/8–6/3, 10/7–12/24 Single: $75 Double: $80	YEAR–ROUND Single: $150–$190 Double: $150–$190	IN SEASON 1/15–5/22 Single: $160–$175 Double: $170–$185 9/14–1/14 Single: $135–$150 Double: $145–$160 OFF SEASON 5/23–9/13 Single: $75–$85 Double: $85–$95 Above are regular rates. Group rates available upon direct request to hotel.	YEAR–ROUND Single: $165–$190 Double: $165–$190	IN SEASON 6/16–9/15 Single: $84 Double: $88 5/1–6/15 Single: $64 Double: $68 9/16–10/1 Single: $64 Double: $68 OFF SEASON 1/1–4/30; 11/1–12/31 Single: $60 Double: $64
Approximate group meal costs (tax and tip included)	B $ 9.60 L $14.40 D $24.00	B $12.10 L $17.00 D $33.90	B $10.80 L $12.40 D $27.60	B $15.00 L $17.50 D $37.00	B $ 7.20 L $ 9.60 D $19.20
Recreation: Golf	1 18-hole course	2 18-hole courses	1 18-hole course 1 9-hole course	Access to 2 18-hole courses	1 18-hole course
Swimming	10 pools (5 outdoor)	4 outdoor pools, beach 1 mi.	2 outdoor pools	2 outdoor pools, beach with activity center	2 pools (1 outdoor), beach
Tennis	14 courts (2 indoor)	23 outdoor courts	10 outdoor courts	5 outdoor courts	11 courts (4 indoor)
Horseback riding	Yes	No	Yes	Access to	Yes
Health club	No	Yes	Yes	Yes	Yes
Sauna	Yes	Yes	Yes	No	Yes
Meal plan	European	European, Modified, or Full American	European or Modified American	European or Modified American	Optional
Nearest airport	Denver	San Diego	Tucson International	Kahului	Milwaukee Mitchell Field
Distance/time from airport	75 mi. 90 min.	30 mi. 35 min.	10 mi. 25 min.	30 mi. 45 min.	37 mi. 40 min.

Opryland *Nashville, TN*	Pheasant Run Hotel *St. Charles, IL*
1,067	550
47	37
IN SEASON 6/1–8/31 Single: $114 Double: $114 OFF SEASON 9/1–11/15; 11/16–3/15; 3/16–5/31 Single: $114 Double: $114	IN SEASON 4/15–11/15 Single: $69–$93 Double: $74–$98 OFF SEASON 11/15–4/15 Single: $54–$78 Double: $59–$83
B $11.00 L $15.00 D $30.00	B $ 9.70 L $13.30 D $27.30
Access to 18-hole course	1 18-hole course
1 pool	3 pools (1 outdoor)
8 outdoor courts	13 courts (4 indoor)
No	Access to
No No	Yes Yes
Meals separate	European or Modified American
Nashville Metropolitan	O'Hare International
6 mi. 15 min.	24 mi. 35 min.

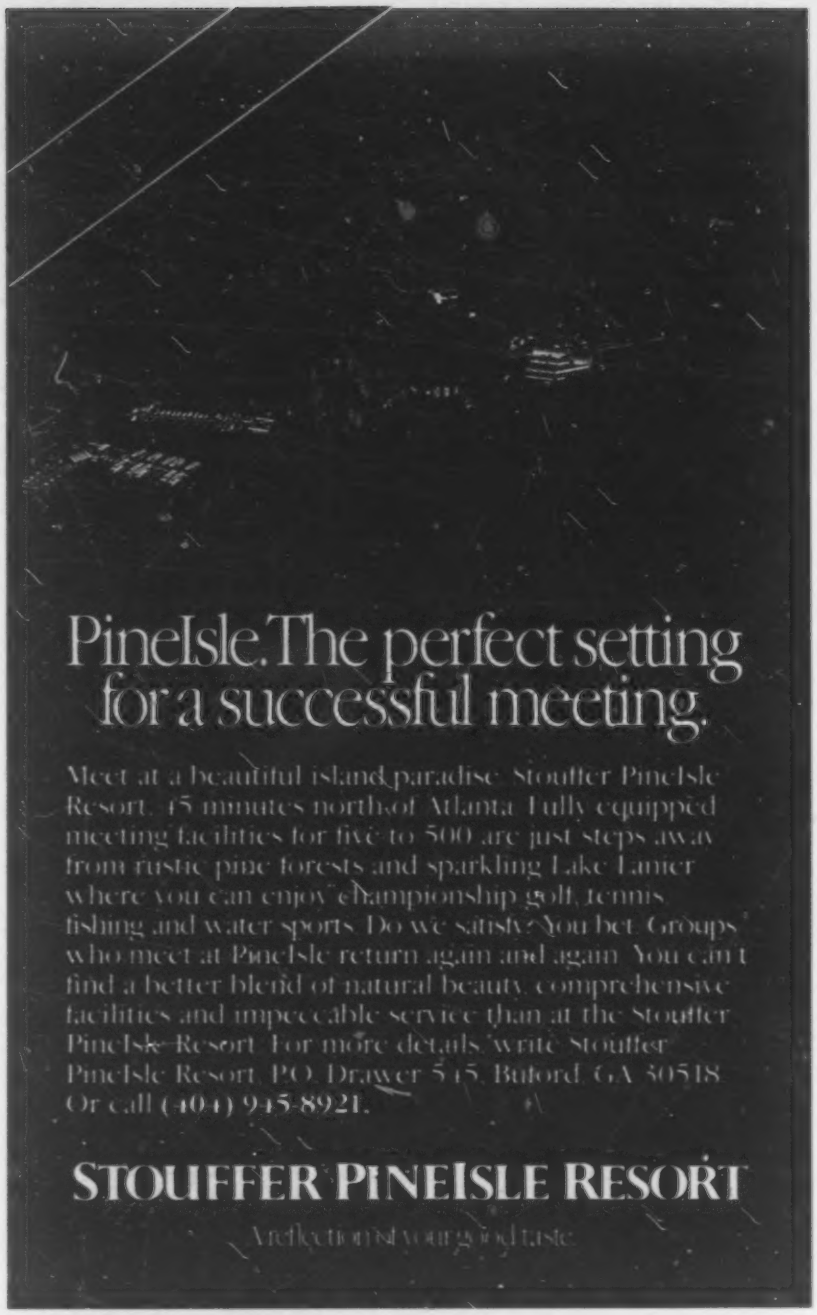
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TABLE IV-7 Selected resort hotels: Combining learning with luxury

Facilities *Rates*	**Pineisle Resort** *Buford, GA*	**The Pointe Resort** *Phoenix, AZ*	**Sea Pines Plantation** *Hilton Head Island, SC*	**Sheraton Village Hotel** *Steamboat Springs, CO*	**Waiohai Resort** *Honolulu, HI*
Sleeping rooms	250	580	600 Villas	273	434
Meeting rooms	19	48	16	16	10
Average group lodging rates	IN SEASON 3/1–11/23 Single: $162 Double: $194	IN SEASON 1/6–5/23 Single: $150 Double: $160 9/21–12/31 Single: $116 Double: $126 OFF SEASON 5/24–9/20 Single: $56 Double: $66	IN SEASON 4/1–10/31 Single: $65–$200 Double: $65–$200 OFF SEASON 11/1–3/31 Single: $32–$52 Double: $32–$52	IN SEASON 2/9–3/29 Single: $109 Double: $109 1/5–2/8 Single: $81 Double: $81 6/15–12/22 Single: $77 Double: $77 OFF SEASON 3/30–6/15 Single: $66 Double: $66	YEAR–ROUND Single: $115–$180 Double: $115–$180
Approximate group meal costs (tax and tip included)	B $10.00 L $13.00 D $28.00	B $12.20 L $18.30 D $30.50	B $ 9.20 L $11.10 D $25.80	B $ 8.25 L $11.50 D $21.90	B $16.45 L $21.00 D $38.55
Recreation:					
Golf	1 18-hole course	Access to 1 18-hole course	3 18-hole courses	1 18-hole course	Access to 1 18-hole course
Swimming	1 indoor pool, beach	5 outdoor pools	5 outdoor pools, beach	1 outdoor pool	3 outdoor pools, beach
Tennis	7 courts (3 indoor)	8 outdoor courts	80 outdoor courts	Access to	6 outdoor courts (4 lighted)
Horseback riding	Yes	Yes	Yes	Access to	No
Health club	No	Yes	No	Yes	Yes
Sauna	Yes	Yes	No	Yes	Yes
Meal plan	Modified American	European, Modified, or Full American	European, Modified, or Full American	Modified American	European, Modified, or Full American
Nearest airport	Hartsfield International	Phoenix	Savannah, GA	Bob Adams Airport Routt County	Lihue Airport
Distance/time from airport	45 mi. 1 hr.	12 mi. 20 min.	43 mi. 60 min.	6 mi. 10 min.	14 mi. 20–25 min.

Williamsburg Inn & Colonial Houses *Williamsburg, VA*	Woodcliff Lake Hilton *Woodcliff Lake, NJ*
859 26	350 23
IN SEASON 4/1–10/31 Single: $71–$146 Double: $71–$146 OFF SEASON 11/1–3/31 Single: $37–$75 Double: $37–$75	YEAR–ROUND Single: $ 93 Double: $103
B $ 7.25 L $12.10 D $30.25	B $11.00 L $17.00 D $27.00
1 18-hole course 1 9-hole couse 8 outdoor courts	No 2 pools (1 outdoor) 2 outdoor courts
No	No
No No	Yes Yes
European Modified, or Full American	European
Norfolk International	Newark International
45 mi. 50 min.	22 mi. 35 min.

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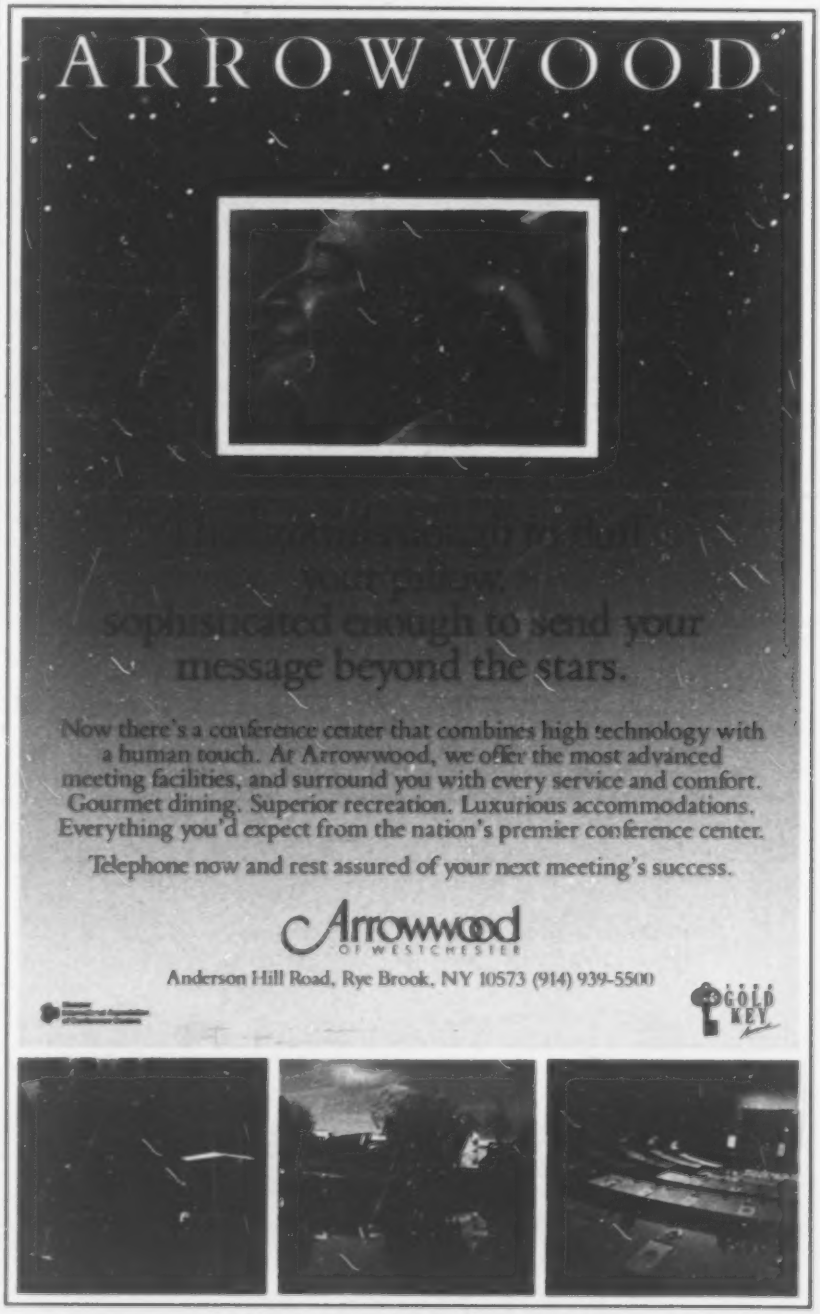
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TABLE IV-8 Selected budget motel chains

Facilities & Rates	Atlanta, GA *Days Inn*	Charlotte, NC *Econo Lodges Of America*	Columbus, OH *Red Roof Inns*	Milwaukee, WI *Budgetel*	Phoenix, AZ *Best Western*
Inns in use	320	443	134	28	3,213
Total rooms	48,000	35,841	14,689	2,946	245,264
Inns being built	20	71	16	22	N.A.
Inns planned	75	486	20–25	21	N.A.
Rates: Single room	$25.00–$ 90.00		$25.95	$28.95	
Double room	$30.00–$110.00	$31.50[1]	$28.95	$33.95	$50.16[1]
3–4 persons	$35.00–$120.00		$30.95	$38.95–$43.95	
Facilities & services (available at most units)	Color TV, pool, gift shop, restaurant, gas service, and meeting rooms	Color TV, meeting rooms, nonsmoking rooms, and rooms for the handicapped	Color TV with satellite stations, conference rooms, free daily newspaper, morning coffee, nonsmoking room, and rooms for the handicapped	Color TV with satellite stations, meeting rooms, nonsmoking rooms, and rooms for the handicapped	Color TV with satellite stations, pool, access to family restaurant, senior citizen discounts, and free travel guide.
Reservations	1-800-325-2525	1-800-446-6900	1-800-848-7878	1-800-428-3438	1-800-528-1234 For the hearing impaired: 1-800-528-2222

Facilities & Rates	San Antonio, TX *La Quinta Motor Inns*	Santa Barbara, CA *Motel 6*	St. Cloud, MN *Thrifty Scot*	Wilton, NH *Suisse Chalet Motor Lodge and Inns*
Inns in use	165	402	36	31
Total rooms	20,643	44,590	2,993	3,000
Inns being built	24	20–25	0	3
Inns planned	22	20–25	N.A.	2
Rates: Single room	$36.00–$40.00	$16.95–$20.95	$24.00	$30.00–$35.00
Double room	$41.00–$45.00	$18.95–$24.95	$28.00	$34.00–$39.00
3–4 persons	$45.00–$50.00	$22.95–$28.95	$28.00	$37.00–$42.00
Facilities & services (available at most units)	Color TV with satellite stations, cable TV (Showtime & HBO), pool, laundry, restaurant, nonsmoking and handicapped rooms, free morning coffee	TV (color optional), in room movies, pool, access to family restaurant	Color TV with satellite stations, and/or cable, free continental breakfast, and free local phone service	Color TV with satellite stations, pool, laundry, valet, baby-sitting, auto emergency service, and secretarial service
Reservations	1-800-531-5900	Make reservations with each unit directly.	1-800-228-3222 Nebraska and Canada: 1-402-493-0333	1-800-258-1980 In New Hampshire: 1-800-572-1880

N.A.—Not Available. Rates may vary by location.

[1]Average room rate.
Source: Sales and Marketing Management survey.

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Sales support and incentives

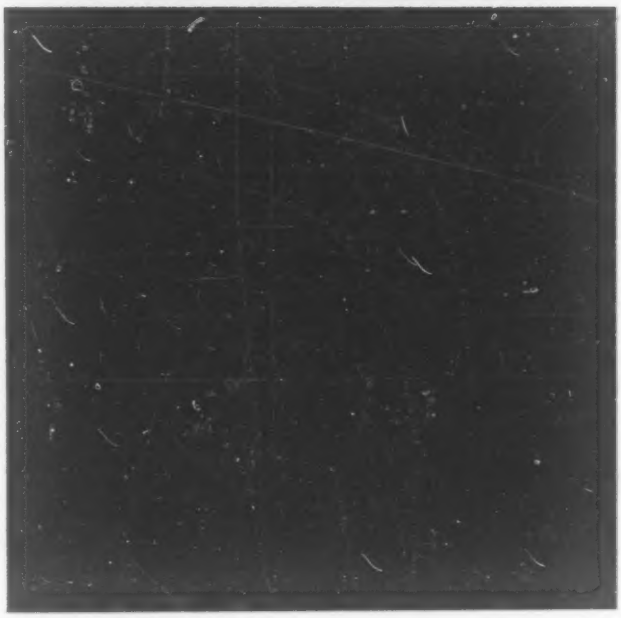

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TABLE V-1 Selected incentive travel destinations

Destination	Acapulco Mexico	Amsterdam Holland	Atlantic City NJ	Banff Canada
Air fare:				
Low season	$397	$450	$188	$307
High season	same	$749	same	same
Lodging:				
Low season	$40	$46	$45	$71
High season	$56	$71	$80	$85
Meals:				
Modified American Plan	$22	$19 (Dinner only)	$31	$42
Group activity:	$25–$45 Mexican fiesta with drinks	$25 Holland night	$35 Dinner and show	$17 Wine and cheese party

Destination	Hong Kong Island Hong Kong	Honolulu HI	Las Vegas NV	London England
Air fare:				
Low season	$1,099	$564	$269	$548
High season	$1,197	$599	$314	$698
Lodging:				
Low season	$91	$60	$49	$114
High season	$146	$90	$89	$190
Meals:				
Modified American Plan	N.A.	$35	$40	$35
Group activity:	$45 Dinner package	$45 Luau	$30 Cocktail show	$35 Dinner package

Destination	Montreal Canada	Nassau Bahamas	Orlando FL	San Antonio TX
Air fare:				
Low season	$134	$249	$279	$238
High season	same	$409	same	same
Lodging:				
Low season	$60	$95	$55	$40
High season	$68	$135	$109	$70
Meals:				
Modified American Plan	$28	$40	$25	$17
Group activity:	$32 Theme party	$35 Pool-side barbecue	$35 Dinner package	$30 Barbecue

Destination	Tampa-St. Petersburg FL	Tokyo Japan	Vail CO	Williamsburg VA
Air fare:				
Low season	$279	$1,071	$340	$158
High season	same	$1,147	same	same
Lodging:				
Low season	$85	$116	$60	$53
High season	$190	$148	$78	$90
Meals:				
Modified American Plan	$25	$42	$28	$24
Group activity:	$35 Theme party	$33 Dinner package	$18 Wine and cheese party	$25 Dinner package

Charleston SC	Dublin Ireland
$198	$657
same	$729
$35	$108
$45	$122
$32	$20
$27	$30
Oyster roast	Dinner package

Maui HI	Miami-Fort Lauderdale FL
$569	$299
same	same
$90	$39
$130	$85
$40	$27
$45	$30
Luau	Dinner package

San Diego CA	San Francisco CA
$278	$298
same	same
$75	$75
$100	$140
$40	$40
$45	$45
Dinner party at Sea World	Dinner package

All rates shown are approximate **per person** prices based on a group package tour of 40 people for a minimum stay of four nights and five days. **Air fares** are from Chicago and are discounted APEX excursion fares commonly obtainable when departing on Thursday and returning no earlier than Sunday. Note that air fares to the Orient, South America, and Europe generally call for a minimum stay of seven days. **Lodging** rates are typical per person rates based on double occupancy. Hotel rates may vary considerably depending on accommodations. **Meals** are based on the typical add-on for Modified American Plan (breakfast and dinner). At those hotels not offering MAP, prices are based on approximate group meal rates for breakfast and dinner. **Group activity** rates are approximate and will vary depending on type of function. Generally, a theme activity includes a meal and drink indigenous to the particular region or function being held.

Unless otherwise noted, taxes and gratuities are in addition to rates shown and will generally range from 20% to 25% for most meal programs. Lodging tax is extra also. Additional domestic locations for incentive travel are listed in Section IV, tables IV-5 and IV-7.

N.A.—Not Available.
Source: McCord Travel Services.

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TABLE V-2

Expected increases in 1986 trade show exhibition costs

Component	Projected Increase In Costs
Space rental rates	8.72%
Personnel:	
Projectionist	3.02
Janitor	1.50
Plumber	3.26
Electrician	5.12
Carpenter	5.35
Equipment:	
Audiovisual	4.43
Furniture	3.00
Services:	
Photographer	2.79
Florist	3.73
Yard service	1.19
Other:	
Design & detailing	6.14
Shop construction materials	5.60
Shop construction labor	5.75
Freight	3.11
Drayage	4.62

Note: Year-to-year changes are due to the variety and number of respondents.
Source: International Exhibitors Assn.

TABLE V-3

Audiovisual equipment purchase costs

Equipment	Purchase Price 1985	Purchase Price 1984	% Change 1984–85
Projectors			
Super 8mm sound movie	$499–$639	$499–$550	+ 7.7%
16mm sound movie	900–1,400	1,100–1,365	– 6.7
35mm slide with synchronized tape deck	350–950	435–980	– 8.2
Rear-screen 35mm filmstrip with self-contained synchronized tape	350–700	400–600	+ 4.7
Opaque	500–750	600–760	– 8.0
Overhead transparency	200–825	200–825	N.C.
Remote-control silent filmstrip	150–300	100–350	N.C.
Tape recorders			
Cassette	50–600	150–427	+11.0
Reel-to-reel	400–1,000	400–1,000	N.C.
Video equipment			
Recorders and players			
½-inch color cassette	600–1,800	695–2,000	–11.0
¾-inch color cassette	1,500–3,500	1,695–4,590	–20.0
Cameras—color	500–7,500	760–6,750	+ 6.1
Receivers and monitors—color	450–1,300	350–1,395	+ .2

N.C.—No Change.
Note: These are factory-suggested retail prices for typical audiovisual equipment, without optional extras, which can be purchased at corporate as well as at branch sales offices. Significant changes in the price ranges reflect manufacturer changes in product line.
Source: Sales and Marketing Management survey.

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TABLE V-4

Audiovisual equipment rental costs

Equipment	Average Rental Rates Daily 1985	Daily 1984	Weekly 1985	Weekly 1984
Projectors				
Super 8mm sound movie	**$25**	$25	**$83**	$83
16mm sound movie	**28**	28	**93**	91
35mm slide	**23**	23	**76**	76
35mm slide with synchronized tape deck	**35**	38	**116**	113
Rear-screen 35mm filmstrip with self-contained synchronized tape	**54**	33	**179**	110
Opaque	**33**	28	**110**	93
Overhead transparency	**25**	23	**83**	76
Remote-control silent filmstrip	**28**	19	**93**	60
Tape recorders				
Cassette—stereo	**33**	27	**110**	92
Reel-to-reel—stereo	**33**	32	**110**	107
Video equipment				
½-inch cassette	**55**	65	**183**	215
¾-inch cassette	**97**	89	**322**	280
Color player—¾-inch cassette	**58**	63	**193**	210
Large-screen receiver	**288**	292	**956**	958

Source: Sales and Marketing Management survey.

TABLE V-5

Typical trade show exhibit costs

Component	1985 Average Costs
Space rental rates/sq. ft.	$ 11.96
Exhibit construction*	
Backwall/linear ft.	1,056.00[1]
Island/sq. ft.	28.00[1]
Freight/cwt.	16.05
Drayage/hr.	26.97
Personnel:	
Projectionist/hr.	22.82
Janitor/sq. ft.	0.10
Plumber/hr.	31.52
Electrician/hr.	34.58
Carpenter/hr.	31.05
Furniture rental:	
Upholstered lounge chair	24.86
Fiberglass side chair	14.36
Draped display table, 2′ × 6′	32.59
Desk	62.55
Carpeting/sq. yd.	8.88

[1]Three-year average, 1981–83.
*Design and detailing, materials, labor, etc., for a new custom-built exhibit.
Sources: Exhibit Surveys, Inc.
Tradeshow Week, Los Angeles, 213-826-5696, © 1985.

"Okeydokey . . . that'll be 40 percent of your disposable income."

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TABLE V-6

Estimated advertising percentages in selected industries

Industry Sector	Advertising & Promotion Budget As % Of Net Sales 1984	Change in Pct. Points Of Advertising & Promotion 1983–84	Estimated Advertising & Promotion Budget As % Of Net Sales 1985	1986
FOOD PRODUCTS				
Food & kindred products	5.4%	+0.5%	5.6%	5.8%
Meat products	1.4	−0.8	1.5	1.5
Dairy products	4.0	+0.5	4.4	4.7
Canned foods	5.5	+0.2	5.7	5.9
Flour & other grain mill products	1.9	+0.4	1.9	1.9
Bakery products	1.2	+0.6	1.3	1.3
Malt beverages	8.1	+0.8	8.2	8.4
TOBACCO PRODUCTS				
Cigarettes	4.6	+0.1	5.0	5.3
Cigars	4.5	+0.2	4.9	5.2
TEXTILE MILL PRODUCTS				
Textile products	1.6	+0.2	1.5	1.4
Floor-covering mills	1.1	−0.1	1.1	1.1
APPAREL PRODUCTS				
Apparel & finished products	3.8	+0.3	4.1	4.3
FURNITURE & FIXTURES				
Household furniture	2.1	−0.2	2.1	2.0
Office furniture	1.6	−0.3	1.6	1.6
PAPER				
Paper & allied products	1.7	+0.8	1.7	1.7
PRINTING & PUBLISHING				
Publishing	3.3	+1.7	3.3	3.2
Newspapers	2.1	−0.2	2.2	2.2
Periodicals	4.1	+0.6	4.0	3.9
Books	4.0	−0.5	4.0	4.0
CHEMICALS & ALLIED PRODUCTS				
Chemicals	1.5	+0.2	1.5	1.5
Industrial inorganic chemicals	12.0	+2.8	12.7	13.3
Plastics materials & synthetic resins	0.8	−0.3	0.8	0.8
Ethical drugs	8.9	+0.5	9.1	9.3
Soap & other detergents	7.5	+0.1	7.8	8.0
Paints, varnishes, & lacquers	2.6	N.C.	2.7	2.7
PETROLEUM & COAL PRODUCTS				
Petroleum refining	0.3	+0.1	0.3	0.4
Paving & roofing materials	1.4	−0.1	1.4	1.4
RUBBER & MISC. PLASTICS PRODUCTS				
Rubber products	1.6	+0.1	1.6	1.6
Misc. plastic products	1.2	N.C.	1.2	1.2
Footwear, except rubber	3.8	+0.8	3.8	3.9
STONE, CLAY, & GLASS PRODUCTS				
Glass containers	3.0	+1.7	3.1	3.2
Pottery & china	1.7	+0.2	1.8	1.9
FOUNDRIES				
Blast furnaces	1.6	−0.2	1.6	1.6
FABRICATED METALS				
Heating equipment & plumbing fixtures	2.3	+0.2	2.2	2.2
MACHINERY & EQUIPMENT				
Farm & garden machinery & equipment				
Metalworking equipment				
Office computing & accounting machines				
Refrigeration & service industry equipment				
ELECTRIC & ELECTRONIC EQUIPMENT				
Household appliances				
Radio, TV sets				
TRANSPORTATION EQUIPMENT				
Motor vehicles & car bodies				
Travel trailers & campers				
INSTRUMENTS & RELATED PRODUCTS				
Optical instruments & lens				
Medical instruments & appliances				
Photographic				
Watches & clocks				
MISC. MANUFACTURING INDUSTRIES				
Jewelry & precious metals				
Musical instruments				
Toys, games, & sporting goods				
Pens & other writing instruments				
COMMUNICATIONS				
Radio-TV broadcasters				
WHOLESALING				
Autos & parts				
Sporting & recreational goods				
Drugs				
Food				
RETAILING				
Lumber				
Department stores				
Variety stores				
Grocery store chains				
Automotive dealers & gas suppliers				
Apparel				
Women's ready-to-wear				
Shoes				
Furniture				
Household appliances				
Restaurants & fast-food chains				
Mail-order houses				
MISC. SERVICE INDUSTRIES				
Hotels & motels				
Personal services				
Motion-picture production				
Educational services				

N.C.—No Change.

Note: The accompanying table is based on the eighth annual study of advertising and promotion expenditures of major U.S. Corporations, Ad $ Forecasts, by Schonfeld & Associates, an Evanston, IL, consulting company. The study contains 1984 historical figures, current-year forecasts of advertising budgets for more than 4,400 publicly owned companies in 210 industries. The data is compiled from 10-K reports filed with the Securities and Exchange Commission. Cautious interpretation is advised, since (1) companies may vary on their interpretation of what constitutes advertising and promotion expenditures; (2) large companies operating in several fields may be listed only in their primary industry sector; (3) figures are not reported for privately owned companies. Copies of the Ad $ Forecasts are available for $275 from Schonfeld & Associates, 2550 Crawford Ave., Evanston, IL 60201.

Source: Schonfeld & Associates, Inc.

Advertising & Promotion Budget As % Of Net Sales 1984	Change in Pct. Points Of Advertising & Promotion 1983–84	Estimated Advertising & Promotion Budget As % Of Net Sales 1985	1986
1.2%	N.C.	1.2%	1.3%
3.2	+0.3	3.3	3.3
0.8	−0.6	0.4	0.4
1.3	+0.5	1.3	1.3
2.9	+0.4	2.8	2.8
2.5	−1.0	2.3	2.2
1.9	+0.3	1.8	1.7
1.6	N.C.	1.0	1.0
2.0	−1.9	2.0	2.0
1.4	+0.1	1.4	1.5
3.9	+0.2	4.1	4.2
1.6	−0.7	1.2	0.9
0.7	−2.8	0.6	0.6
1.9	−0.6	1.7	1.5
7.3	+0.6	7.0	6.7
4.7	−0.8	4.4	4.1
3.9	+0.2	3.8	3.7
4.7	+0.7	4.7	4.8
0.8	−0.3	0.8	0.8
1.3	+0.5	1.3	1.2
0.4	+0.2	0.4	0.4
2.2	−0.1	2.2	2.2
3.3	+0.2	3.3	3.3
2.2	+0.1	2.2	2.2
1.4	+0.1	1.4	1.4
1.6	+0.2	1.7	1.7
2.0	−0.4	2.0	2.0
2.0	−0.1	2.0	2.0
2.0	+0.4	2.0	2.0
7.1	+0.3	7.0	7.0
5.7	+0.3	5.7	5.6
3.7	+0.5	3.7	3.7
15.3	−1.8	14.5	13.9
2.6	N.C.	2.7	2.7
5.8	+0.1	5.8	5.9
10.5	+0.8	11.5	12.6
4.3	−0.4	4.3	4.4

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Transportation

TABLE VI-1

Automobile fleet purchase costs

Model	Fleet Purchase Price: Eight-Cyl. 1986	Eight-Cyl. 1985	Eight-Cyl. % Increase 1985–86	Six-Cyl. 1986	Six-Cyl. 1985	Six-Cyl. % Increase 1985–86
Chevolet Caprice Classic, two-door sedan	$ 9,510	$8,737	8.8%	$9,178	$8,533	7.6%
Chevrolet Celebrity[1], four-door sedan	—	—	—	8,077	7,374	9.5
Dodge Diplomat Salon[2], four-door	8,951	8,410	6.4	—	—	—
Ford Crown Victoria-S Sedan[2], four-door pillared	10,500	9,137	14.9	—	—	—
Oldsmobile Cutlass Supreme, four-door sedan	9,842	8,928	10.2	9,383	9,383	9.2

[1]Not available in eight-cylinder model.
[2]Not available in six-cylinder model.
Note: All prices include only the equipment that the manufacturer considers standard; freight charges are not included. Fleet purchase price will vary according to deals worked out by individual buyers and sellers.
Source: Automobile invoice service, *New Car Cost Guide*.

TABLE VI-2

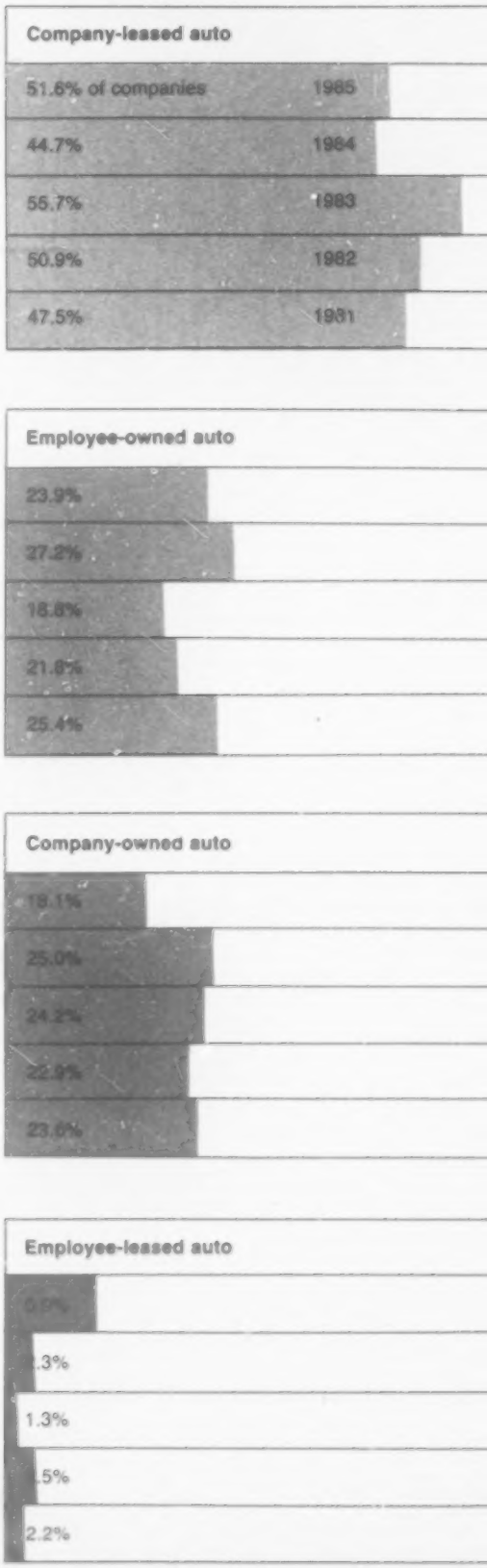
Auto mileage reimbursement plans

Allowance Plan	% Of Companies: Consumer Products 1985	Consumer Products 1984	Industrial Products 1985	Industrial Products 1984	Other* 1985	Other* 1984
Single rate mileage allowance						
Under 15c per mile	1.4%	0.9%	0.8%	0.5%	0.8%	—
15c per mile	1.4	2.6	—	0.7	—	—
16c per mile	2.9	1.8	0.4	—	—	0.6%
17c per mile	—	0.9	0.4	0.7	0.8	—
18c per mile	—	3.5	0.8	1.5	0.8	2.4
19c per mile	2.9	4.3	2.3	4.4	0.8	4.1
20c per mile	37.7	57.4	42.2	52.5	51.7	56.5
21c per mile	20.3	6.1	15.9	8.6	13.1	7.0
Over 21c per mile	5.8	4.3	3.1	7.7	5.7	15.8
Fixed periodic allowance	4.4	5.2	9.3	8.6	11.5	5.3
Graduated mileage allowance	2.9	1.8	3.5	3.5	0.8	1.8
Combination allowances**	14.5	4.3	10.1	5.4	7.4	2.4
Other	5.8	6.9	11.2	5.9	6.6	4.1
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Includes services, financial institutions, transportation, utilities, etc.
**Typically include allowances per mile plus allowances per week or month.
Note: Some yearly differences reflect changes in companies reporting data.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE VI-3

Sources of autos used by salespeople



Note: Change in category groupings from year to year make comparisons imprecise. Details may add up to more than 100 due to rounding.
Source: Executive Compensation Service, Inc., a subsidiary of the Wyatt Co.

TABLE VI-4

Air fares for the 25 most travelled routes

Rank	From	To	Range Of One-Way Coach Fares 1985	1984	% Change Coach Fare[1] 1984–85
1.	Boston	New York	$59–$129	$ 60–$129	– .5%
2.	Chicago	New York	200–270	200–268	+ .4
3.	New York	Washington, DC	75–124	75–125	– .5
4.	Los Angeles	New York	240–490	175–420	+22.7
5.	Dallas	Houston	50–148	35–121	+26.9
6.	Los Angeles	San Francisco	49–94	35–142	–19.2
7.	Buffalo	New York	79–181	135–145	– 7.1
8.	New York	San Francisco	520	195–479	+54.3
9.	New York	Pittsburgh	99–143	143	–15.4
10.	Detroit	New York	89–210	70–223	+ 2.0
11.	Houston	New York	129–347	120–340	+ 3.5
12.	Chicago	Minneapolis	95–163	50–155	+25.9
13.	Dallas	New York	99–361	79–344	+ 8.8
14.	Atlanta	New York	215–286	275	– 8.9
15.	New York	Norfolk	59–124	45–118	+12.3
16.	Los Angeles	Phoenix	39–89	50–158	–38.5
17.	San Diego	San Francisco	55–85	49–100	– 6.0
18.	Denver	New York	180–400	150–362	+13.3
19.	Boston	Washington, DC	115–179	105–179	+ 3.5
20.	Houston	New Orleans	60–190	55–110	+51.5
21.	Columbus	New York	89–210	119–201	– 6.6
22.	Dallas	San Antonio	69–161	62–125	+23.0
23.	Chicago	Detroit	49–160	104–173	–24.5
24.	Chicago	Washington, DC	210–250	185–228	+11.4
25.	New York	Syracuse	75–110	89–113	– 8.4
	25-trip average		**$120–$217**	**$105–$207**	**+ 7.7%**

N.C.—No Change.
[1]The percent change in coach fares is based on the midpoint of the range for each year.
Note: Round-trip fare is double the one-way fare. Fares are for typical daytime business travel and do not reflect night or other special rates. Fare shown represents the range of one-way fares by all the airlines flying direct between the cities mentioned. All fares are rounded to the nearest dollar.

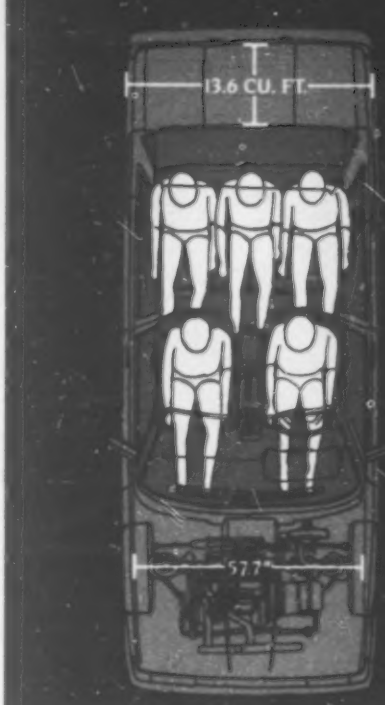
Sources: Civil Aeronautics Board, *Passenger Origin and Destination Survey*; McCord Travel Services.

TABLE VI-5

Average cost of 15 frequently made moves

Rank	From	To	1985 Cost	% increase 1984–85
1.	New York	Miami	$3,636	8.0%
2.	New York	Los Angeles	6,071	8.0
3.	Chicago	Los Angeles	5,143	8.0
4.	New York	Chicago	2,954	8.0
5.	Chicago	New York	2,954	8.0
6.	New York	San Francisco	6,188	8.0
7.	Los Angeles	New York	6,071	8.0
8.	New York	Washington, DC	2,168	8.0
9.	Chicago	San Francisco	5,272	8.0
10.	New York	Houston	4,172	9.1
11.	Los Angeles	Chicago	5,143	8.0
12.	Los Angeles	Seattle	3,270	8.0
13.	Los Angeles	Houston	4,006	9.2
14.	San Francisco	New York	6,188	8.0
15.	Washington, DC	New York	2,076	11.6
	Average of 15 moves		**$4,354**	**8.3%**

Note: Based on average move of 8,000 lbs. Excludes packing containers and unpacking charges, which may vary within the areas indicated, depending upon origin of move. Moves between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges filed with the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices vary between carriers.
Source: Sales and Marketing Management survey.



CONTACT TOYOTA'S REGIONAL FLEET MANAGERS FOR MORE PERSONALIZED INFORMATION.

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SAN FRANCISCO REGIONAL OFFICE
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San Ramon, CA 94583 (415) 830-8300

SOUTHEAST TOYOTA DISTRIBUTORS, INC.
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Ken McCoy
100 Northwest 12th Avenue
Deerfield Beach, FL 33441 (305) 429-2000

TABLE VI-6

Intermediate and compact car-rental rates

City Or Metro Area	Average Intermediate Rates $ Per Day/ ¢ Per Mile	Average Compact Rates $ Per Day/ ¢ Per Mile
Northeast		
Albany	$51.35	$47.75
Boston	56.00	56.50
Bridgeport-Stamford-Norwalk-Danbury	45.00	40.50
Buffalo	59.00	53.00
Harrisburg	57.65	50.75
Hartford	55.65	49.50
Jersey City	N.A.	N.A.
Long Branch	N.A.	N.A.
Nassau-Suffolk	N.A.	N.A.
Newark	62.35	59.75
New Bedford	N.A.	N.A.
New Brunswick	N.A.	N.A.
New Haven	53.35	48.00
New York	68.65	63.50
Philadelphia	58.65	52.75
Pittsburgh	48.00	44.50
Providence	62.00	56.25
Rochester	61.35	55.00
Springfield, MA	53.35	48.00
Syracuse	48.65	43.25
Worcester	50.65	53.00
Average	**$55.73**	**$51.38**

City Or Metro Area	Average Intermediate Rates $ Per Day/ ¢ Per Mile	Average Compact Rates $ Per Day/ ¢ Per Mile
Midwest		
Akron	$58.00	$50.65
Canton	N.A.	N.A.
Chicago	58.35	55.00
Cincinnati	52.35	49.50
Cleveland	62.00	56.25
Columbus	51.35	43.75
Dayton	53.65	52.00
Des Moines	41.35	36.75/13¢[3]
Detroit	54.00	50.25
Grand Rapids	N.A.	N.A.
Indianapolis	60.35	51.50
Kansas City, MO	50.65	42.75
Milwaukee	54.00	49.75
Minneapolis-St. Paul	49.00	46.25/20¢[3]
Omaha	58.00	50.00
St. Louis	46.65	43.25
Springfield, IL	49.00	47.00
Toledo	55.65	50.00
Wichita	55.35	49.00
Average	**$53.40**	**$48.45/N.A.P.**

City Or Metro Area	Average Intermediate Rates $ Per Day/ ¢ Per Mile	Average Compact Rates $ Per Day/ ¢ Per Mile
South		
Atlanta	$54.35	$49.50
Austin	45.65	43.00
Baltimore	62.00	56.00
Birmingham	47.00	43.75
Charlotte	52.65	48.00
Dallas	48.65	43.00
Fort Worth-Arlington	N.A.	N.A.
Fort Lauderdale	N.A.	N.A.
Greensboro	N.A.	N.A.
Houston	43.00	36.75
Jacksonville	38.35	34.25
Little Rock	47.00/29¢[1]	40.50/27¢[1,3]
Louisville	49.00	45.50
Memphis	50.35	46.50
Miami	37.35	34.50
Nashville	53.65	50.50
New Orleans	50.00	48.00
Norfolk	44.35	42.75
Oklahoma City	50.35	47.00
Orlando	35.35	33.00
San Antonio	41.00	35.00
Tampa	35.65	32.75
Tulsa	N.A.	N.A.
Washington, DC	58.00	55.00
Wilmington	58.65	52.75
West Palm Beach	N.A.	N.A.
Average	**$47.73**	**$43.70/N.A.P.**

City Or Metro Area	Average Intermediate Rates $ Per Day/ ¢ Per Mile	Average Compact Rates $ Per Day/ ¢ Per Mile
West		
Albuquerque	$42.65	$37.50
Anaheim	N.A.	N.A.
Boulder	N.A.	N.A.
Denver	43.65	41.25
Fresno	53.65	44.25
Honolulu	28.65	23.00
Las Vegas	51.00	45.25
Los Angeles	53.65	46.00
Oakland	N.A.	N.A.
Oxnard	N.A.	N.A.
Phoenix	43.35/31¢[2]	39.75/30¢[2]
Portland	47.65	44.75
Riverside	N.A.	N.A.
Sacramento	50.00	46.50
Salt Lake City	48.00	42.25
San Diego	50.35	46.50
San Francisco	48.65	44.25
San Jose	45.00	42.25
Seattle	45.65	44.00
Tucson	41.00	36.00
Average	**$46.06/N.A.P.**	**$41.60/N.A.P.**

[1]Denotes city in which Avis does not include unlimited mileage.
[2]Denotes city in which National does not include unlimited mileage.
[3]Denotes city in which Budget does not include unlimited mileage.
N.A.P.—Not applicable due to varying rate structures.
N.A.—Not Available.

Notes: Average intermediate and compact rates are obtained from a Runzheimer survey of auto-rental costs. Cities for which rates were not available are denoted with N.A. No Canadian rates are available. Rates shown here are the commonly used nondiscountable "dry rates" (no gas). When comparing regional average intermediate and compact rates, allowance must be made for the fact that the charges include free mileage from 100 miles to unlimited.

Hertz rates include unlimited mileage and National, Budget, and Avis rates include unlimited mileage except as noted above. Where applicable, excess mileage rates are shown.

Source: Sales and Marketing Management survey, Runzheimer survey.

TABLE VI-7

Average cost of moving between selected cities

FROM / TO	ATLANTA	BOSTON	CHICAGO	COLUMBUS, OH	DENVER	DETROIT	HOUSTON	LOS ANGELES	MEMPHIS	MIAMI	NEW YORK	PHILADELPHIA	PHOENIX	ST. LOUIS	SAN FRANCISCO	SEATTLE	WASHINGTON, DC
ATLANTA		3062	2598	2182	3626	2524	2641	5232	2025	2362	2850	2659	4358	2278	5581	5721	2385
BOSTON	3062		3069	2560	4716	2714	4431	6138	3519	3863	2073	2098	5708	3248	6207	6095	2151
CHICAGO	2610	3069		2173	3037	2243	3284	5143	2488	3720	2954	2810	4417	2213	5272	5100	2636
COLUMBUS, OH	2182	2560	2085		3328	1902	3183	5274	2315	3183	2409	2202	4548	2060	5487	5367	2031
DENVER	3626	4716	3037	3328		3414	2702	3154	2702	4884	4505	4254	2572	2732	3371	3463	4099
DETROIT	2524	2714	2147	1902	3414		3550	5433	2582	3634	2591	2488	4746	2330	5514	5346	2235
HOUSTON	2641	4431	3284	3183	2702	3550		4006	2322	3283	4172	3937	3183	2627	4634	5346	3686
LOS ANGELES	5232	6138	5143	5274	3154	5433	4006		4132	5790	6071	5920	2134	4578		3270	5782
MEMPHIS	2025	3519	2416	2315	2702	2582	2322	4462		2907	3284	3037	3739	1995	5142	5346	2738
MIAMI	2378	3820	3677	3140	4884	3590	3283	5790	2907		3593	3370	5390	3292	6087	6351	3023
NEW YORK	2850	2177	2954	2453	4505	2631	4172	6071	3284	3636		2030	5617	3065	6188	6092	2168
PHILADELPHIA	2663	2186	2810	2202	4254	2588	3937	5920	3037	3413	2030		5454	2862	6077	5937	1989
PHOENIX	4358	5708	4417	4548	2572	4746	3183	2042	3739	5390	5617	5454		3816	2547	3739	5303
ST. LOUIS	2278	3248	2125	2060	2732	2330	2627	4578	1995	3292	3065	2862	3816		5083	5083	2667
SAN FRANCISCO	5581	6207	5272	5487	3371	5514	4634		5142	6087	6188	6077	2551	5083		2694	5898
SEATTLE	5721	6095	5100	5367	3463	5346	5346	3270	5346	6351	6092	5937	3739	5083	2694		5790
WASHINGTON, DC	2385	2151	2628	2031	4099	2235	3686	5782	2738	3023	2076	1989	5303	2667	5898	5790	

Note: Charges stated in dollars, based on average move of 8,000 lbs. Excludes containers, packing and unpacking and other charges, which may vary within the areas indicated, depending upon origin of move. It should be noted that because moving rates are calculated from the city of origin, costs between the same two cities may vary depending on the direction of the move. Figures are calculated using tariff charges filed with the Interstate Commerce Commission as a base. As a result of deregulation, discounts from these prices vary between carriers.

Source: Sales and Marketing Management survey.

TABLE VI-7
Average cost of moving between selected cities